

The Master Plan for the Capitol of the State of Washington



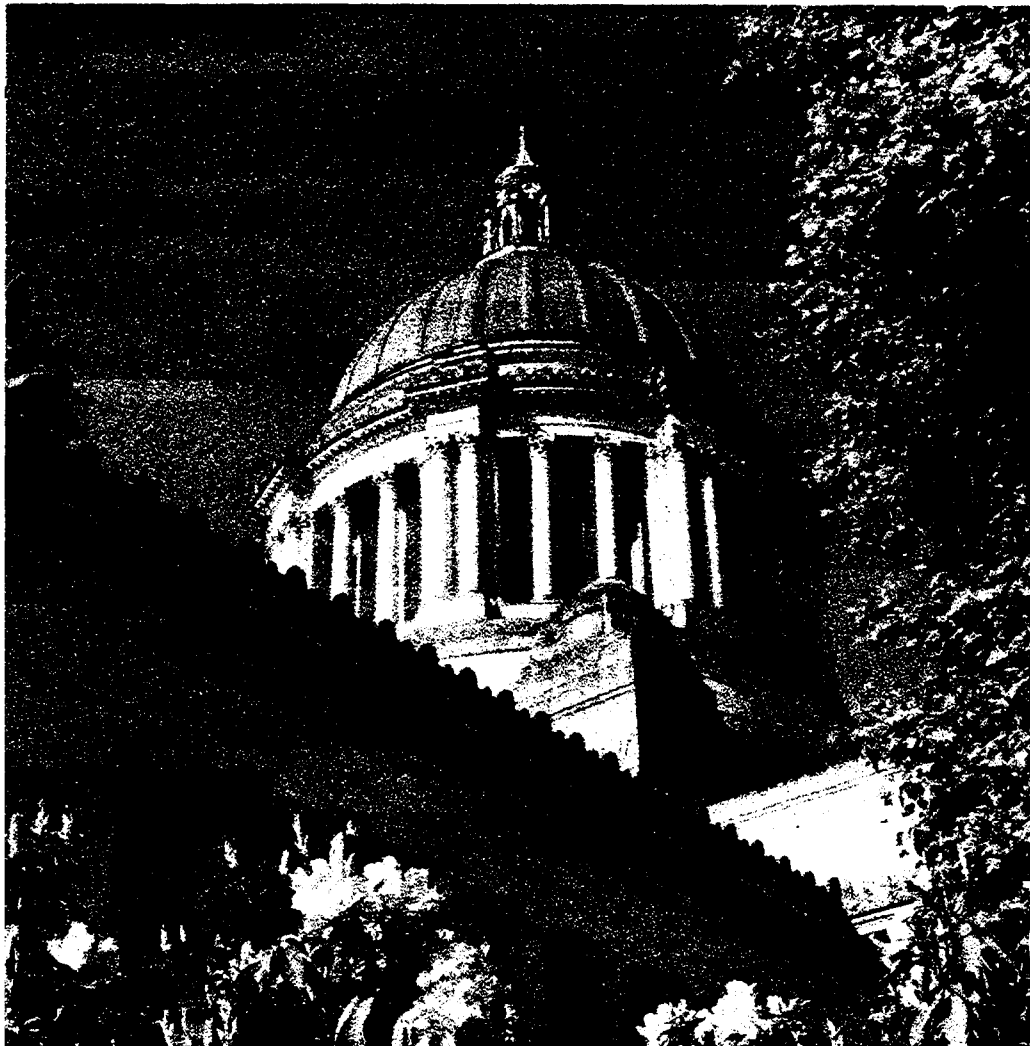
The Master Plan for the Capitol of the State of Washington

1991

Zimmer Gunsul Frasca Partnership



Washington State Department of
General Administration

**State Capitol Committee**

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The Honorable Joel Pritchard, Lieutenant Governor
The Honorable Brian Boyle, Commissioner of Public Lands

Capitol Campus Design Advisory Committee

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"Our challenge is to build thoughtfully on the splendid foundations which the original designers and builders of the Capitol began for us some 80 years ago, honoring their achievements, while expanding and enhancing them as the circumstances and the needs of the State have changed. This master plan has been developed to realize that goal."

Norman J. Johnston, FAIA
Member, Capitol Campus Design Advisory Committee
Professor Emeritus of Architecture, Landscape Architecture and Urban Design,
University of Washington

The Vision

Washington: For 100 years it has represented natural beauty, a commitment to the environment and open, accessible government. Our state capitol is the physical embodiment of these virtues, unmatched in its grace and symmetry by any other state capitol in the nation.

We, the people of the state of Washington, recently celebrated our first century of statehood. In this document, the Master Plan for the Capitol of the State of Washington, we are offered imaginative approaches to the challenges to be expected as our government evolves over the first 20 years of the state's second century. This master plan will make clear in each of its sections the very reason for its being: the urgent need for a thoughtful and orderly model for addressing today's needs and the future development of the capitol.

This document envisions our capitol as much more than simply the seat of government. It is the single place where visitors, customers and residents can best experience Washington's exceptional political and cultural heritage. It is a wellspring of history, a workplace of distinction and function and a living testament to our state's promise of a sound future. These assets we take for granted will be threatened only if we do not plan wisely for the progressions, changes and potential growth of state government.

The master plan is fortunate to be able to build from a solid foundation laid in 1911, when the first capitol plan was conceived by the architectural firm of Wilder and White. The Wilder and White design, augmented by the 1928 landscape design of the Olmsted Brothers, has proven over time to be a remarkable example of beauty, clarity and foresight. The principles it embraced remain the base from which the capitol planners of today will look ahead into the 21st century.

Our capitol dome is among the tallest and grandest of state capitol buildings in the United States. By the same token, our state in 1911 rose above the rest in its approach to capitol planning. This master plan, incorporating a strong framework with the creativity to evolve with changing circumstances, is as innovative in its ideas and forward-thinking in its outlook as that early plan.

Wilder and White, despite their unquestioned vision, could not have forecast the tremendous population growth of the state of Washington or the changes in its government. These realities have made it necessary to encompass an expanded Capitol Campus and the cities around it in any long-range plan. This master plan offers a concept designed for the 1990s and beyond: the coordination of government facility needs with adjoining communities through urban redevelopment and the creation of satellite campuses. No other state has attempted as much.

Any master plan of today, obviously, must look outward from the Capitol Campus. As the population grows, projections suggest state government employment in Thurston County could increase from its current level of 18,000 people to as many as 27,500 over the next 20 years.

This master plan sets forth a 20-year guide to construction, expansion and acquisition of property on campus, in the Capital City of Olympia and in the Capital Community of Lacey and Tumwater. It calls for new thinking about transportation to and among state government's various branches. And it proposes models of consultation and cooperation among state and local governments in Thurston County to realize its environmental and urban design ideals.

Just as important, this document makes a point of extending to off-campus sites the quality standards, if not the specific design themes, of the 1911 Wilder and White plan. Thus we can ensure that state facilities at satellite campuses will be distinctive buildings, attractive and easily recognizable, with an openness and accessibility reflecting the best traditions of the government of Washington.

THE PLANNING PROCESS

The builders of this master plan did not work alone, but reached into the community to solicit ideas, values and goals. Citizens representing state and local concerns, with the plan's mission statement before them, participated in workshops, public forums and surveys. The planning mission was:

- To update the master plan for the Capitol Campus and devise a strategy for state facilities in Thurston County that will provide:
 - quality service to the state's residents.
 - efficient operation of state government.
 - exemplary siting, design and architecture of state buildings.
 - preservation of the heritage and character of the Capitol Campus.
- To plan state facilities to:
 - serve customers, visitors, employees and residents.
 - be energy efficient.
 - respect the environment.
 - develop according to sound growth management principles.

THE PLAN IS NEEDED NOW

We cannot afford to wait and see what the next 20 years will bring, but instead must anticipate and plan for change. We have seen demands on state government outrun new state construction during the past 20 years. As a result, only 40 percent of the state's business is now conducted in buildings owned and managed by the state. The other 60 percent is done in leased buildings. Altogether, the state has more than 270 leases in 120 buildings in Thurston County. One fourth of those leases are less than 2,000 square feet, which is smaller than many homes.

Dependence on leased space is costly and inefficient. State agencies exert less control over the quality and design of leased space, and are often forced to accept buildings that are smaller or otherwise unsuited to their needs. This, in turn, forces state agencies to do business in multiple locations, causing confusion for agency customers and costly duplication of services, staff and equipment. This can only multiply traffic problems, parking shortages and neighborhood impacts.

The master plan sets a goal of gradually reducing the proportion of leased properties to 20 percent by the year 2010. Achieving that goal, plus accommodating the state's new building needs, will require construction of approximately 3.7 million square feet of working space.

PREFERRED DEVELOPMENT AREAS

The master plan recognizes the parallel requirements for more office space and preservation of the open character of the Capitol Campus. It calls for new construction to be concentrated in three preferred development areas:

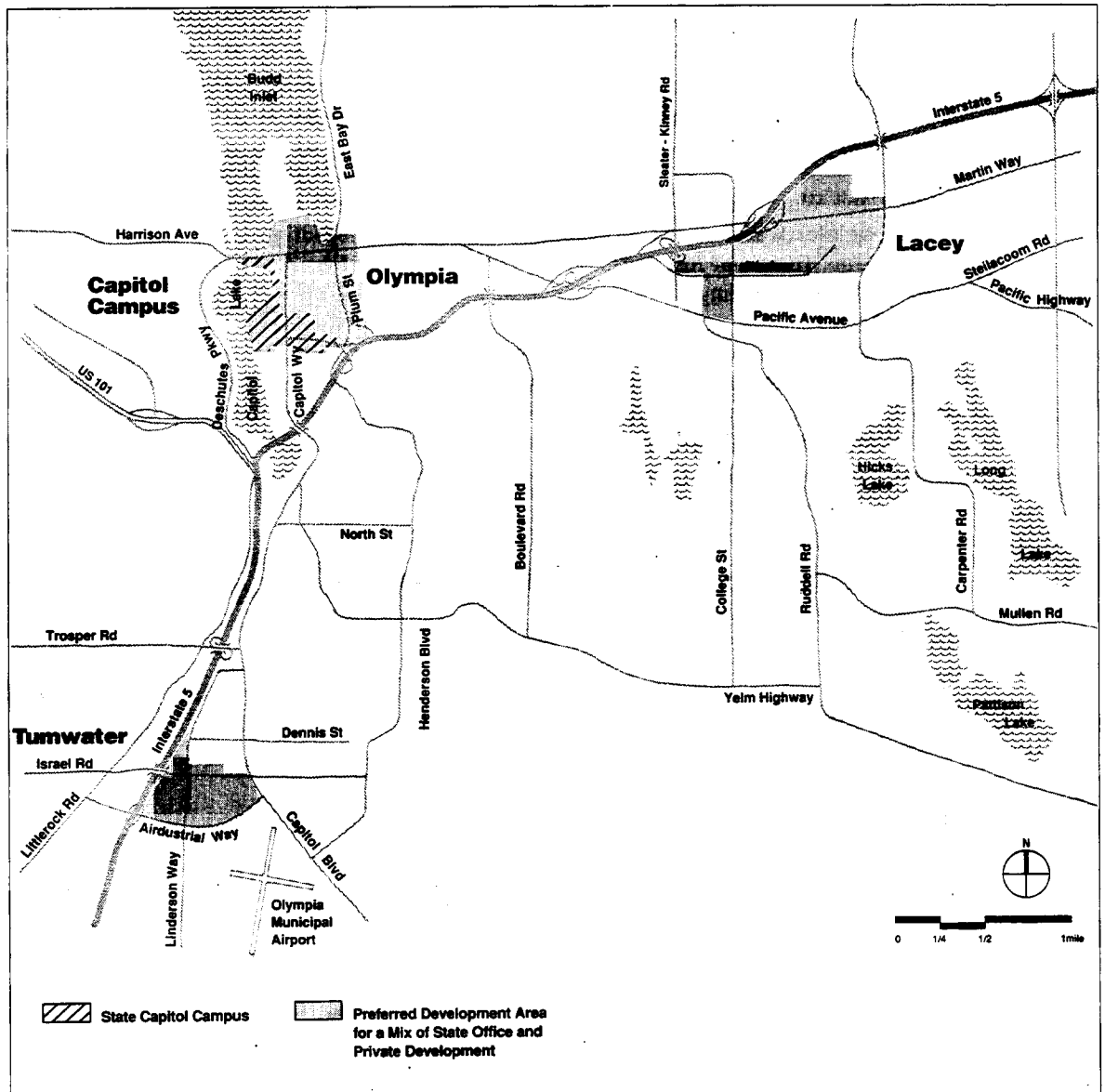
- The Capitol Campus
- Olympia, the Capital City
- Lacey and Tumwater, the Capital Community

To ensure that these centers of state government are functional, accessible and attractive, the master plan sets forth guidelines for construction, design and transportation systems. It includes recommendations for creating parks and open spaces and calls for placing buildings in clusters for the convenience of customers and employees.

Instead of relying on leased space simply because it is available, state agencies in the preferred development areas can be placed on sites specifically chosen to best serve their functions. Agencies which must be close to the Legislature, for example, will remain on the Capitol Campus, while other agencies that deal with the public frequently and directly should move off-campus where they are visible and accessible.

Buildings in the preferred development areas need not be carbon copies of the architectural style of the Capitol Campus but should nonetheless be distinctive, visually unified clusters clearly identifiable as centers of government.

PREFERRED DEVELOPMENT AREAS



The state recognizes the need to expand state facilities beyond the Capitol Campus and has involved representatives from local communities to identify areas where they would prefer the state to focus future office development.

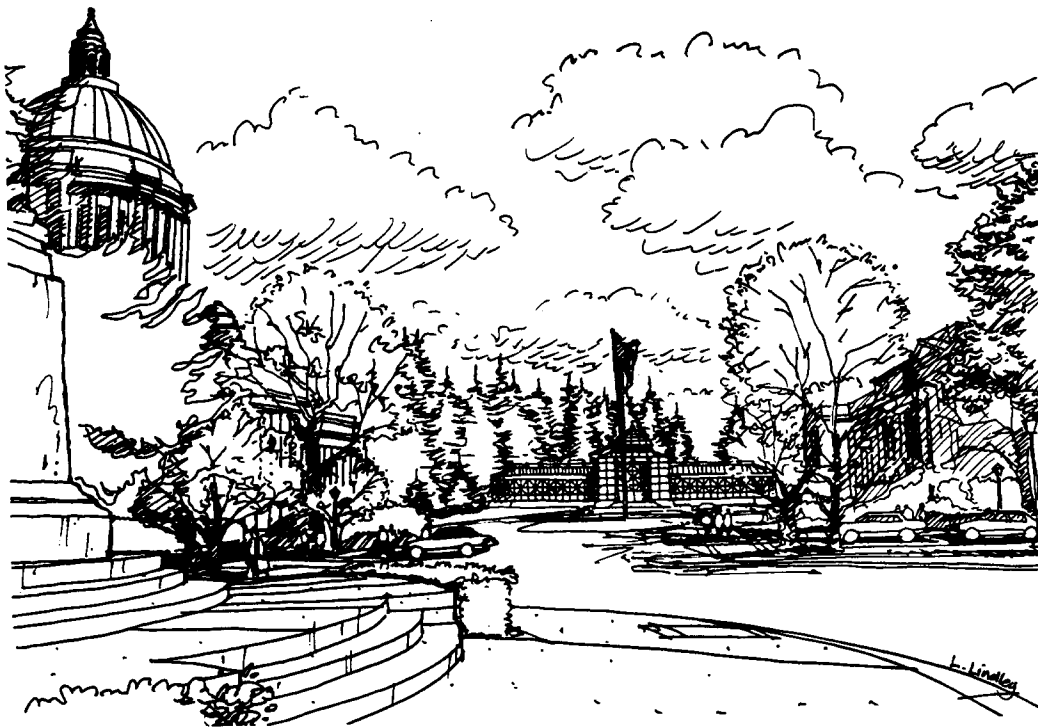
THE CAPITOL CAMPUS

Those early visionaries — Wilder and White and the Olmsted Brothers — designed a Capitol Campus on which buildings rest in harmony with the capitol's natural setting overlooking Puget Sound and the Olympic Mountains. Its landscaping works to preserve and highlight open space while clearly defining the campus boundaries.

Wilder and White placed campus buildings around formal and informal landscaped open spaces, an idea whose enduring worth is evident in the elegant grouping of the Legislative Building, the Temple of Justice, the Insurance Building, the John A. Cherberg Building and the John L. O'Brien Building.

Wilder and White saw the Capitol Campus as a "cluster in the woods," and at that point in our state's development their physical design was a literal representation of the seat of government. It is appropriate that we carry forward the original theme of the cluster in the woods in a way that offers explicit opportunities to interpret the campus architecture, landscaping and layout in relation to our state's history, environment and culture.

CONSERVATORY AND INTERPRETIVE CENTER



The Conservatory and Interpretive Center complement the Legislative Building grouping which remains as the historic and symbolic heart of state government.

The Capitol Campus, clearly, must remain the heart of the state's operations, and care should be taken to maintain its classic character and generous open spaces. Thus, the master plan calls for construction of only about 640,000 square feet of office space on the campus through 2010.

Development on the West Campus will serve the needs of the legislative, executive and judicial branches of government, with special emphasis on architectural harmony with its landscaped setting.

The East Campus, across Capitol Way from the capitol dome, is currently visited less than its neighboring campus to the west. The master plan calls for new office buildings as well as fresh innovations to make the East Campus a more inviting place for visitors. The proposed Pavilion and its meeting and dining areas, for example, would bring human scale to the expanse of the Plaza, as well as enhance East Campus vitality and improve coordination with the West Campus.

New construction on campus in the next 20 years will include the Washington State Patrol building, an executive office building, a state agency information center, the Washington State Capital Museum, an annex to the Temple of Justice and the Conservatory and Interpretive Center. The completion of Heritage Park, which will physically link the campus to Puget Sound, will be the realization of an important provision in the original Wilder and White design.

OLYMPIA, THE CAPITAL CITY

Olympia's identity as the state's Capital City will be enhanced by the construction of about 850,000 square feet of downtown office space through the year 2010.

The plan has made a strong and early commitment to the Capital City concept, which is designed to strengthen the Capitol's connection to Olympia's core. The master plan calls for new offices leased or owned by the state to be concentrated in the city's core and clustered around parks and Capitol Way. The Capitol Campus and downtown, already served by the natural link of Capitol Way, should be visually joined by parks and landscaping designs. A mix of public and private development should be encouraged and street-level uses of buildings should be oriented to pedestrians.

Olympia has committed to a partnership with the state to see the Capital City vision become reality.

STATE OFFICE CLUSTER AT CAPITOL WAY AND SYLVESTER PARK



The plan places a high priority on realizing the full potential of Olympia's role as the state's Capital City.

LACEY AND TUMWATER, THE CAPITAL COMMUNITY

The Capital Community concept recognizes it is no longer desirable, feasible or practical for all of the state's agency headquarters to be located in Olympia. Satellite campuses in Lacey and Tumwater will accommodate approximately 1.5 million square feet of office space by 2010: 600,000 square feet in Lacey and 900,000 square feet in Tumwater.

Areas for new development have been chosen carefully to complement plans of the two cities.

The master plan calls for agencies that require large amounts of land or have no need to be close to the Capitol Campus to be located on satellite campuses. New development will be clustered to make it more accessible to public transportation, which will encourage services such as dependent care, restaurants, banks and retail stores. Here again, a mix of public and private business is encouraged. These clusters should not be isolated islands of state government but thriving centers of urban life.

TUMWATER SATELLITE CAMPUS



The plan clusters development around park blocks.

LACEY SATELLITE CAMPUS



The plan clusters development within forested areas.

A NEW STRATEGY FOR DEVELOPMENT

This master plan offers a new strategy for developing state facilities. It addresses the problems of today but also looks into the future to anticipate the needs of the state and its individual agencies before they arise. The plan provides a comprehensive long-term development plan based on projections for the next 20 years.

To make the plan a reality, several things must happen:

- The plan must guide the Executive Branch, the State Capitol Committee and the Legislature in the budgeting process, in approving state projects and in appropriating funds.
- One agency, the Department of General Administration, should have overall responsibility for facility planning, development and management. New and comprehensive information should be collected regularly to monitor current conditions and emerging needs.
- A leasing strategy should be devised to improve the cost-effectiveness and manageability of the remaining leased property.
- New approaches to funding, including innovations such as development partnerships or revolving capital development funds, are required to ensure there is money to implement the master plan.
- A transportation management plan should be designed to decrease the dependence of state employees on single-occupancy vehicles and actively encourage other transportation choices, such as public transit, bicycling and walking.

This master plan is regional in scope. Its goals will not be achieved without strong cooperation among Intercity Transit and other public transportation providers, local governments and state agencies.

THE ORGANIZATION OF THE PLAN

This document, completed in 1991, is a fulfillment of a commitment to update the 1982 master plan. It begins with a detailed description of the Capitol Campus. Sections on the Capital City and the Capital Community follow. Each section contains guidelines for design, transportation and facility development. A strategy for implementing the master plan is outlined in the final section.

A VISION FOR THE FUTURE

This master plan is far-reaching in its ambitions, and in fact sets out to be the blueprint for a state capitol that is world-class in its design achievements. The Capitol Campus, the Capital City and the Capital Community will stand as historic examples of what can be accomplished when people and governments work together with a clear and unified vision.

Capitol Campus

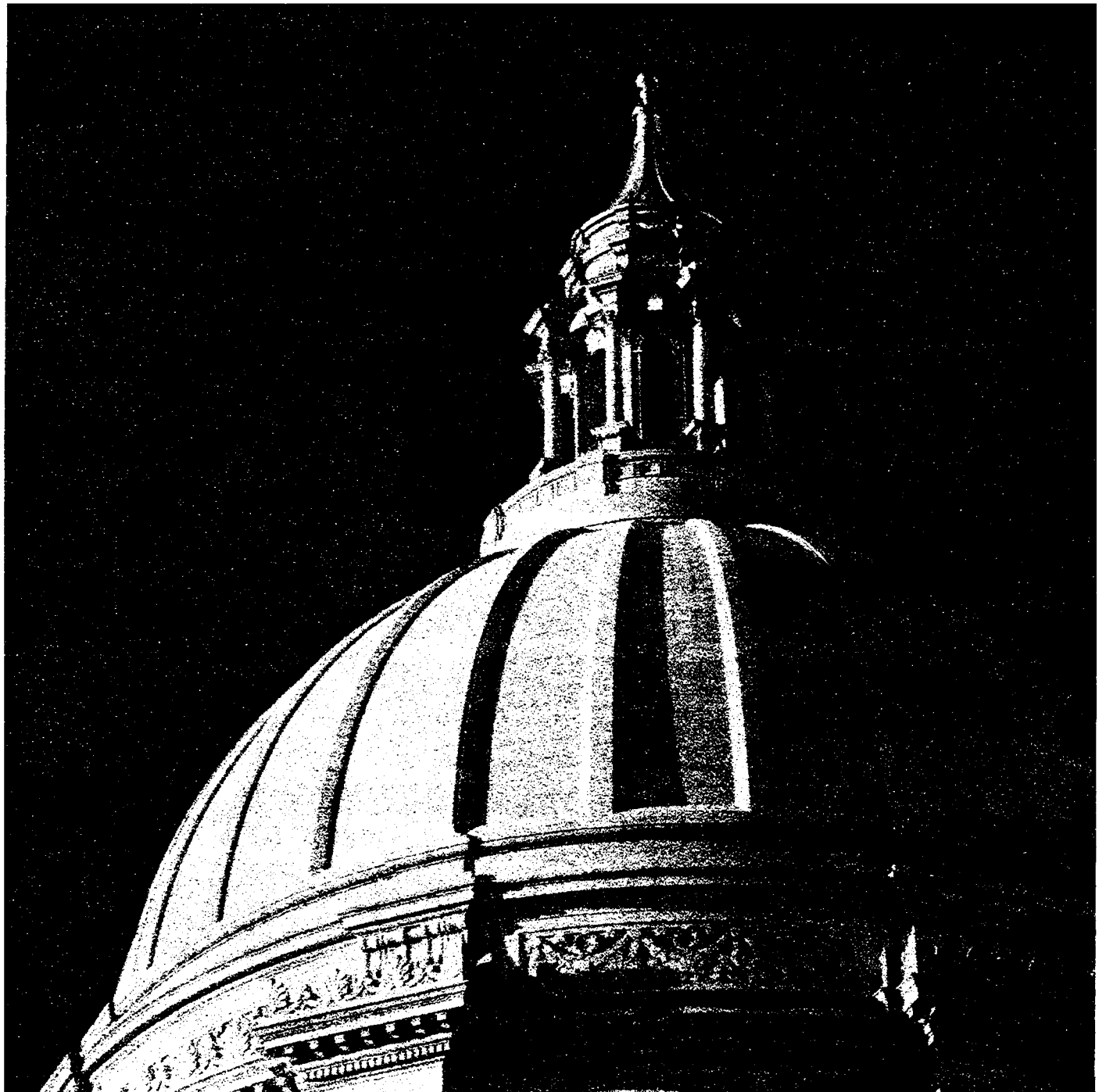
Concept

Design

Transportation

Facility Development

1



Concept

Original Campus Plan

The original campus plan, designed by the New York architectural firm of Wilder and White in 1911, provided for five buildings symmetrically arranged around the domed Legislative Building, the first such planned capitol grouping in America. The plan took full advantage of the views to the north of Puget Sound and the Olympic Mountains. A landscaping plan prepared by the Olmsted Brothers of Brookline, Massachusetts, followed in 1928. This design established the basic pattern of streets, walkways and landscaping that joins with the group of buildings by Wilder and White to make up most of what is now the historic West Campus. Important elements in that landscape plan were the development of Capitol Lake as a reflecting pool for the Capitol buildings and Heritage Park, a physical link between the campus and Puget Sound. The work of both the Olmsted Brothers and Wilder and White has given our state a campus of national prominence and lasting beauty and a design heritage from which to build.

LEGISLATIVE BUILDING GROUPING



The 1911 Wilder and White plan for the Capitol of the State of Washington featured a group of buildings.

Changes to the Campus Plan

Buildings have been added to the West Campus over the years as the needs of the state have grown. These additions include the State Library, the Institutions Building and the General Administration Building. Although not part of the original plan, the Governor's Mansion was retained and has become an important cultural component of the campus.

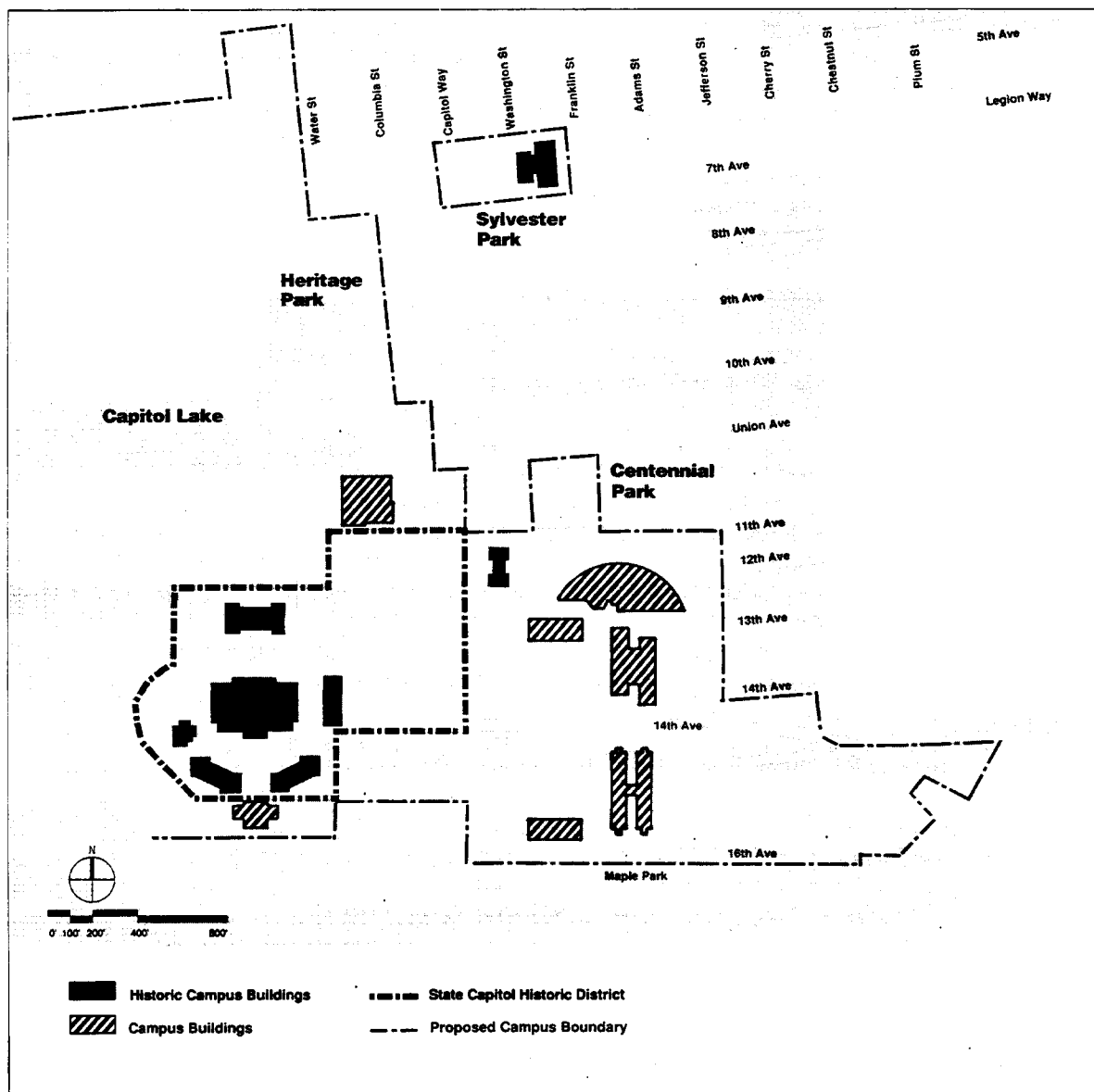
Since the 1950s, plans for the Capitol Campus have been prepared periodically in response to changes in office needs. These plans have used the Wilder and White and Olmsted Brothers plans as their base. The first of these plans, developed in 1959 by architect Paul Thiry, expanded the campus east across Capitol Way. In the 1960s, the Employment Security and the Highways-Licenses buildings were constructed as the initial move by the state towards East Campus development.

Additional East Campus development was recommended in a plan prepared in 1970 by architects Walker/McGough/Foltz. This plan directed the location of the Transportation Building and Office Building Two, among others.

In 1982, John Graham and Company prepared the first comprehensive master plan for the state capitol. This plan differed from previous plans by addressing urban design, transportation, facilities development and landscaping in addition to architectural considerations. The 1982 plan incorporated the philosophy of early designs by recommending that building sites be oriented to views, conserve open space and cluster around courtyards and plazas. The Natural Resources Building will be the first structure built under this plan.

The 1991 plan is based on the 1982 Master Plan for the Capitol of the State of Washington, building upon its concepts but modifying and expanding it to respond to the evolving needs of the state, the campus and the larger community. In the past, campus boundaries have been pushed outward to provide space for additional buildings, but the 1991 plan limits expansion by identifying specific outer limits. Expansion of the campus boundary in this plan is primarily related to development of open space to link the campus to downtown Olympia and the waterfront. In addition to placing new buildings within the campus boundary, this plan calls for new state facilities off-campus as described in the Capital City and Capital Community sections.

CAPITOL CAMPUS BUILDING GROUPS



The East and West campus building groups differ in the style and character of their architecture.

Keeping the Campus Heritage

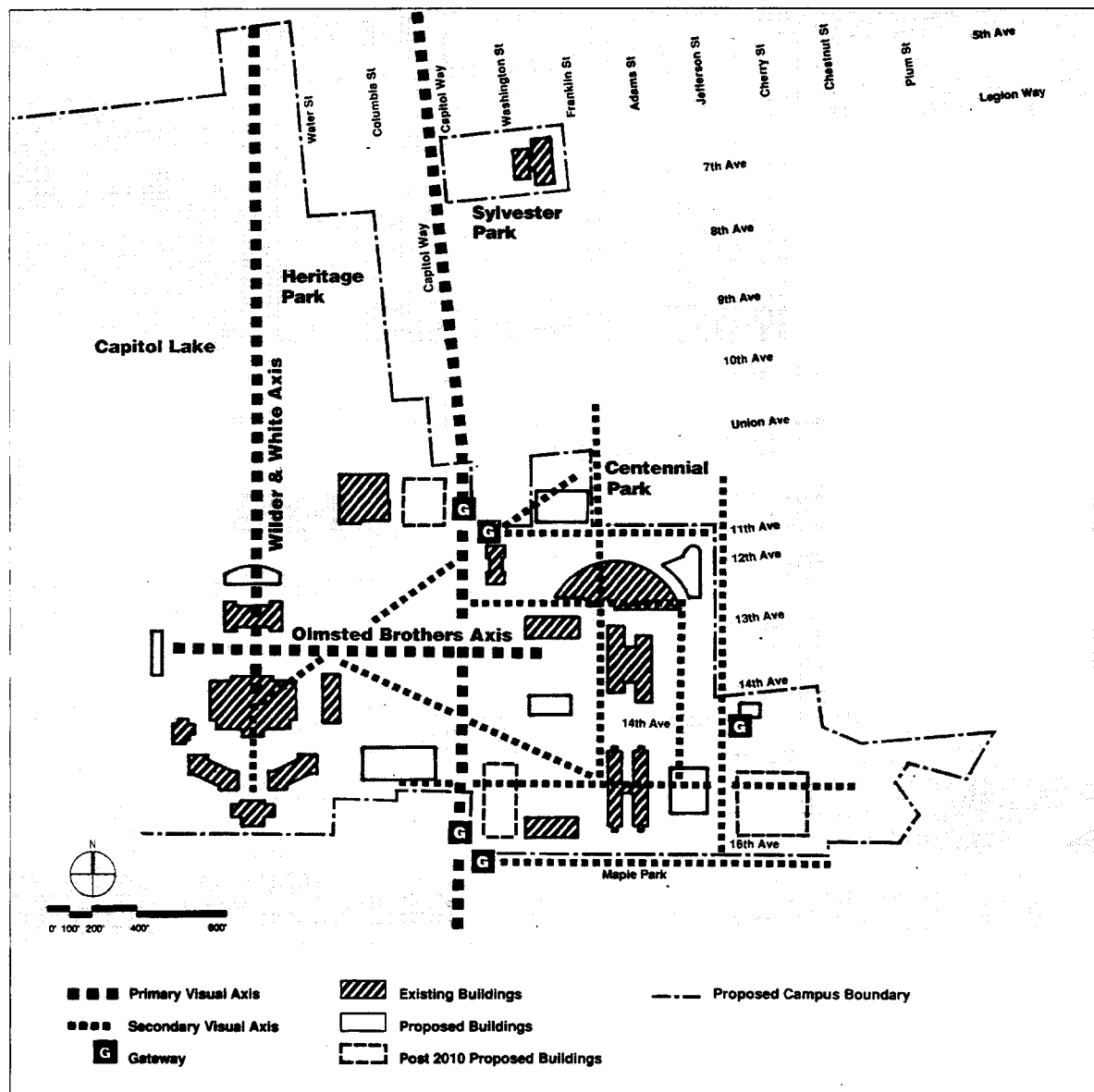
This master plan reinforces the principles set forth in earlier campus designs while meeting the changing needs of the state. Its strategies place a high priority on the development of new state buildings on campus to satisfy some of the projected space needs, while retaining the character of the campus and strengthening the visual connections between its west and east halves. Building sites and improvements are designed to enhance visitor and employee circulation and parking by providing simplified vehicle flow, more efficient and convenient parking and weather-protected or underground pedestrian passageways between many facilities. New building sites on the campus are placed to retain open spaces, respond to visual axes and define campus gateways. New buildings on the East Campus are placed to create more intimate public spaces and reinforce the edge of the campus.

The Capitol Campus is among the finest in the nation. It is a place of beauty for its visitors and a source of pride for its employees. It is a reflection of Washington's reputation for open and accessible government.

This plan envisions the seat of state government, and especially the Capitol Campus, as Washington at its finest. It adds features and facilities to the campus which celebrate Washington's environmental and cultural heritage. It plans for new destinations of informational, educational and recreational interest: the Washington State Capital Museum, Heritage Park, the Arboretum, the Conservatory and Interpretive Center, the Pavilion on East Campus, the Visitor Center and the State Agency Information Center. It calls for new innovations to make the campus a convenient place to visit and work, including campus walkway and landscape enhancements, campus sign and visitor information systems and visitor parking improvements.

The Capitol Campus is home not only to state employees and lawmakers but also to the citizens, clients and business people who visit and do business there. The master plan provides for a campus that offers interpretive learning experiences in ways as varied as the people and culture of the state itself. Exhibits representing the state's politics, economy and history, as well as the development of the state capitol, are designed to appeal to all ages. The campus also reflects the Evergreen State's commitment to the environment, urging its visitors to enjoy mountain views as they walk along the waterfront or on nature trails through indigenous forests.

CAMPUS VISUAL AXES



Campus development is intended to expand design quality beyond the Capitol Campus and into its adjoining neighborhood and city.

Design

Design Guidelines

The integrity of the original campus plan is an important asset of the Capitol Campus and must be reinforced and maintained. Enhancing sight lines, establishing views and features, defining the campus edge, creating campus gateways, improving open spaces and providing visitor destinations and amenities are primary goals.

The following design guidelines apply to areas within the Capitol Campus. References are sometimes made to specific elements of the facilities development plan for the campus. In these instances it may be helpful to refer to the Capitol Campus Development Plan map on page 49. Design guidelines for development off-campus are located in the Capital City and Capital Community sections. However, many of the general design and transportation guidelines described for the Capitol Campus are also applicable to the Capital City and Capital Community. A guideline is followed in some cases by a list of specific actions which are recommended.

Design guidelines are divided into the following sections: Urban Design, Landscape and Open Space, Buildings and Facilities, and Signs and Visitor Information.

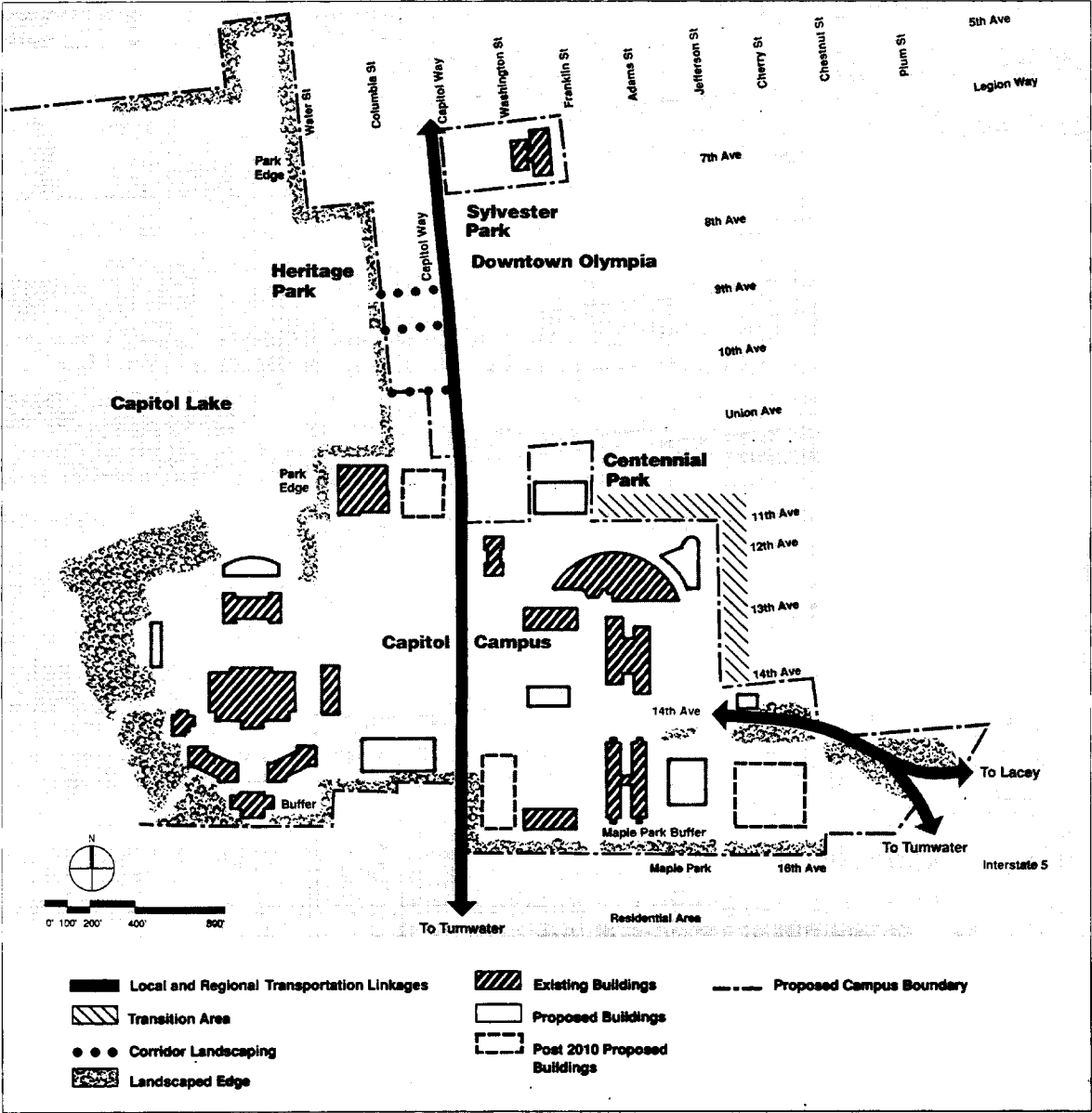
Design guidelines and the concepts described in the previous section form the framework of the entire campus plan. The transportation guidelines and the facilities development plan which follow should be considered solely within this framework.

Urban Design Guidelines

In general, the urban design guidelines preserve the park-like character, boundaries and heritage of the campus while accommodating the additional space needed for the legislative and government functions that must be located in or near the Legislative Building. These guidelines also relate the campus to the surrounding neighborhoods by establishing linkages and boundaries, as follows:

- Link the downtown and the campus. Specific actions:
 - Reinforce Capitol Way as the primary linkage between the campus and downtown Olympia.
 - Enhance the lakefront and harbor and their connections to the campus and downtown.
- Maintain the identity of the campus by defining the campus boundaries. Specific actions:
 - Expand the campus boundary to the north to include the Heritage Park development, the block between Columbia Street and Capitol Way and 11th to Union Avenue, and the Centennial Park block to provide better linkages with Olympia.
 - Preserve the existing campus boundary on the south along Maple Park and 15th and 16th avenues.
 - Encourage off-campus development north of 11th Avenue to be consistent with the Capital City development concept, which clusters state facilities around civic spaces connected by landscaped boulevards and promenades.
 - Use building scale and design at the campus edge to ease the transition into local neighborhoods. Protect neighborhoods from the effects of expansion and construction.
- Cluster development related to freeway access (agency information, parking, dependent care, maintenance) on the eastern edge of the campus.
- Locate facilities with potential community-related uses on the northern edge of the campus, with public transit and pedestrian convenience to downtown. Locate facilities with a lower expectation of public use on the southern boundary to minimize neighborhood impacts.

CAPITOL CAMPUS LINKAGE PLAN



The relationship of the campus to its surroundings is strengthened by the plan.

Landscape and Open Space Guidelines

Landscape guidelines for the Capitol Campus create and maintain public amenities, encourage a park-like atmosphere appropriate to the capitol and connect uses on campus. The guidelines consist of six elements: General, West Campus, East Campus, Boulevards and Streets, Heritage Park and Views and Monuments.

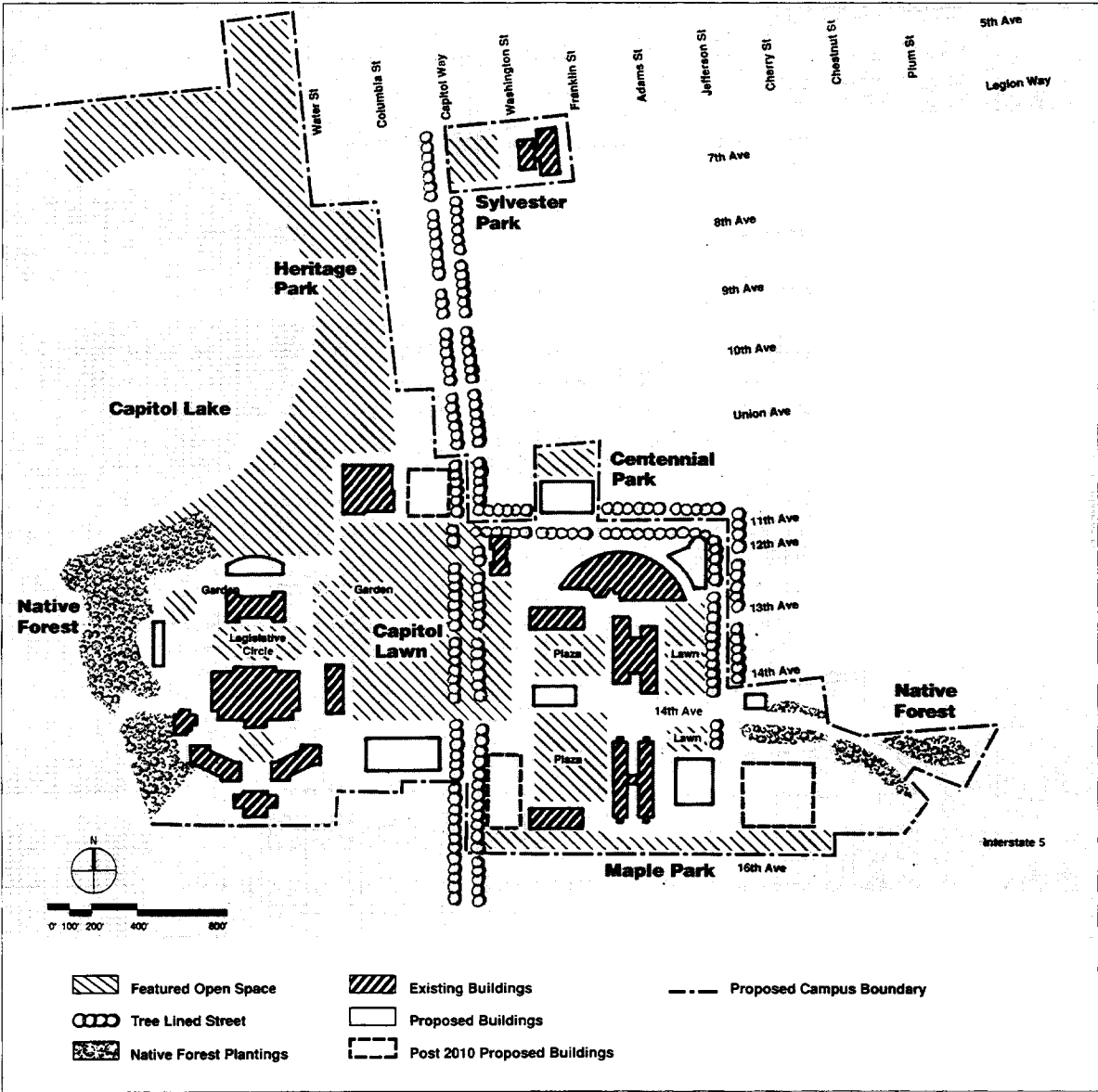
GENERAL

- Landscape open space to increase the comfort and convenience of the users. Specific actions:
 - Promote continued and increased use of annuals and perennials in visually prominent areas throughout the campus to provide seasonal color, especially during legislative sessions and other peak visitor periods.
 - Establish a long-term maintenance and replacement program for existing plantings.
 - Provide seating opportunities.
- Cultivate a native forest defining the western and eastern edges of the campus. Specific actions:
 - Reinforce the native forest on the bluff surrounding the Temple of Justice by creating an arboretum of native conifer trees west of the Conservatory and Interpretive Center. An interpretive nature trail, labeling tree species native to Washington, will meander through the forest.
 - Expand the native forest border so it provides a buffer zone around future campus sites east of Jefferson Street between Union and 16th avenues.

WEST CAMPUS

- Preserve the historic integrity of the Olmsted Brothers plan by maintaining the formal landscaping, thereby enhancing the integrity of the Wilder and White Legislative Building grouping. Where possible, implement the original design recommendations of the Olmsted Brothers plan. Specific actions:
 - Establish formal, symmetrical axes at the core of the campus, becoming less formal at the edges of the campus and reinforcing the established Wilder and White and Olmsted Brothers axes.
 - Design new plantings consistent with the original Olmsted Brothers plan.
 - Enhance the park-like quality of the Capitol lawn by planting a limited number of randomly spaced groupings of deciduous and evergreen trees around the periphery, consistent with the original Olmsted Brothers plan.

LANDSCAPE AND OPEN SPACE PLAN



Proposed landscape open spaces will retain and enhance the park-like atmosphere of the campus.

EAST CAMPUS

- Create a series of people-oriented spaces on the East Campus to encourage pedestrian connections and activities. Specific actions:
 - Reduce the monumental scale of the East Campus Plaza and provide an inclement-weather connection between buildings by installing a light-frame covered walkway around the northern, southern and eastern edges of the plaza.
 - Redesign the terraced lawns of the plaza to create small, intimate public spaces. Preserve views to the Natural Resources Building rotunda.
 - Retain the character of the existing parks along the west side of Jefferson Street.
- Redesign the western edge of the East Campus along Capitol Way to reflect the open character of the Capitol lawn and coordinate with Capitol Way improvements to provide an obvious visual linkage between the East and West Campuses. Specific actions:
 - Construct a sidewalk on the east side of Capitol Way, with special crosswalk paving at the entrance to the garage. Provide large-scale trees and open lawn areas with irregular groupings of evergreen and deciduous trees along the east side of Capitol Way to screen the garage vents.
 - If possible, replace the bosque of trees on the roof of the Archives Building with lawn and an irregular grouping of evergreen trees to be consistent with the West Campus character.

BOULEVARDS AND STREETS

- Establish design standards for the streetscape consistent with the classical style of the campus. Specific actions:
 - Set complementary standards for paving, landscape, lighting, benches, litter receptacles, bus shelters and information systems.
 - Set lighting standards to ensure compatibility with the historic character of the campus and the pre-eminence of the illuminated Legislative Building dome, while maintaining a lighting level that serves the need for safety and security.
 - Use special paving for key campus streets and plazas. Example: north and south diagonals and Capitol Way within the campus.
 - Improve ground-level pedestrian crossings and encourage their use, rather than pedestrian bridges, to preserve campus vistas.
 - Improve the 14th Avenue tunnel entry by creating median strips planted with large scale deciduous street trees between the through traffic lanes and the garage entry lanes. Add plantings atop the edge of the deck structure and at the base of the parapet walls.

- Enhance the character of Capitol Way as the primary linkage between the campus and downtown Olympia. Specific actions:
 - Transform Capitol Way into a boulevard with a tree-planted median from Maple Park to 11th Avenue.
 - Provide a consistent streetscape of street trees and sidewalks along both sides of Capitol Way and carry the theme southward to Tumwater and northward through downtown Olympia.
- Maintain a traditional residential streetscape in locations where the campus boundary is adjacent to residential neighborhoods. Specific action:
 - Maintain Maple Park as a boulevard with a tree-planted median and extend the median strip east of Jefferson Street on 16th Avenue to Cherry Street as a distinct edge between campus and residential neighborhoods.
- Define the edge of the campus and create a grand entrance route to the campus from Interstate 5. Specific actions:
 - Develop 11th Avenue as a boulevard with tree-planted median, large scale street trees and sidewalks on both sides with an evergreen shrub buffer between the parking lots of the Natural Resources Building and the sidewalk.
 - Improve Jefferson Street with large scale street trees and sidewalks on both sides of the street and a planted median strip between 11th and 16th avenues.

HERITAGE PARK

- Reflect the physical and cultural diversity and history of the state through the park's interpretive features.
- Create a monumental stairway and ramp along the slope between the Temple of Justice and the southern end of the walkway to establish a ceremonial and functional link tying Capitol Lake to the Capitol Campus. Specific actions:
 - Stabilize the northern slope of Capitol bluff adjacent to the stairway to prevent further soil erosion. Plant these terraced slopes with native flora and wild flowers to preserve the unobstructed view of Capitol Lake from the bluff and the Governor's Mansion.
 - Provide a ground-level crossing for the single remaining Burlington Northern Railroad track at the base of the stairway to preserve future rail transit options.
- Encourage public use. Specific actions:
 - Create a rampart along the eastern edge of the bluff with pedestrian walkways that overlook Capitol Lake.
 - Create a continuous promenade around Capitol Lake for strolling and jogging.

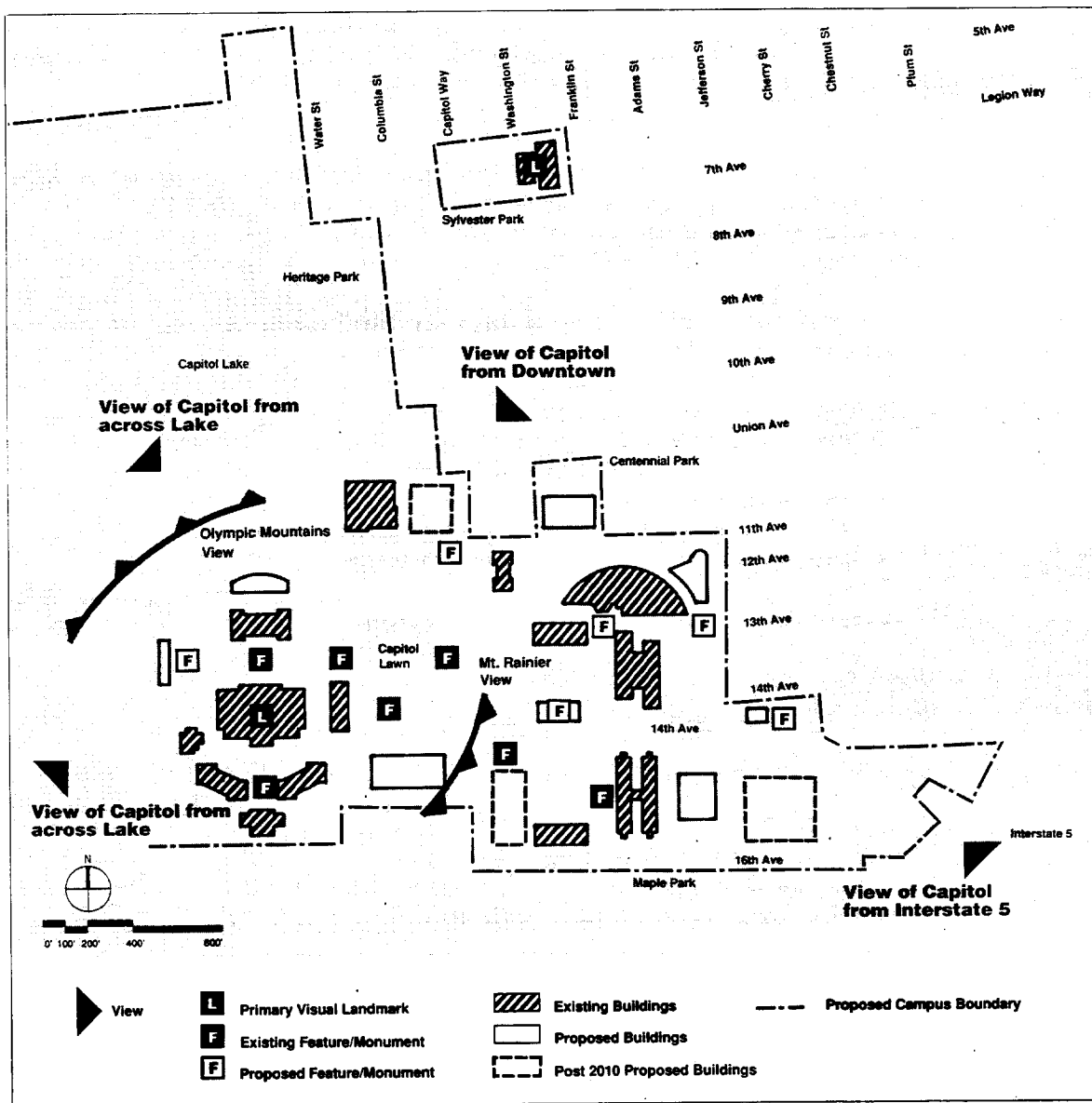
VIEWS AND MONUMENTS

Currently, the Legislative Building can be viewed from several surrounding vantage points, including northbound and southbound on Interstate 5, eastbound on U.S. 101, Puget Sound and Capitol Lake, downtown Olympia and the South Capitol Neighborhood.

Views of the Olympic Mountains to the north and Mount Rainier to the east should be enhanced by the placement and design of buildings and landscape features. This plan recommends the siting of special features, monuments and landmarks to provide visual cues. Orientation of visitors to the campus will be improved through the use of visually memorable elements along pedestrian pathways. Examples include monuments, fountains, flagpole groupings and formal gardens. Several of the buildings proposed in the plan, including the State Agency Information Center, should be prominent features of the campus.

- Recognize the Legislative Building as the dominant feature and primary visual focal point of the campus. Specific actions:
 - Locate buildings and establish heights that maintain and reinforce the dominance of the Legislative Building view from the campus and the surrounding community.
 - Create a landscaped gateway to frame the view of the dome west from Interstate 5.
 - Assist in developing local zoning ordinances to preserve and create views of the Legislative Building dome.
- Preserve and define view axes. Specific actions:
 - Use plantings to enhance view corridors within, from and to the campus, and selectively thin and prune existing vegetation where it blocks important views.
 - Provide a west terminus to the east/west axes of the West Campus as anticipated in the Olmsted Brothers plan.
 - Extend the Wilder and White axis northward and provide a viewpoint and landscape treatment north of the Temple of Justice.
- Maintain policies for the placement of monuments and artwork. Specific actions:
 - Limit the number of special monuments and artwork and the space they occupy. Prevent their unplanned location about the campus and require they be of the highest quality.
 - Locate and accommodate memorials and monuments of statewide significance to reinforce view axes and to facilitate the orientation of pedestrians and motorists.

VIEWS AND MONUMENTS PLAN



Retaining views of the Legislative Building dome and the mountains are an important element of the plan.

Building and Facility Guidelines

The Capitol Campus is a unique grouping of elements that work together to form a harmonious government image. Its buildings lend a dignified, formal character to the campus, and the quality of the original architecture and landscape evoke a sense of strength and permanence. These building and facility guidelines preserve this character.

- New buildings on the West Campus should be constructed to complement the historic architectural character of the original Legislative Building grouping. New buildings on the East Campus should complement the monumentality of the West Campus, but in a manner that reflects the more modern style of architecture on the East Campus. Specific actions:
 - Use forms and materials, proportions, bay and column spacing and design elements that complement those of the historic buildings and landscape.
 - Include devices such as symmetry in the facade of buildings to respond to visual axes, building groupings and major entrances.
 - Emphasize major pedestrian entrances with ceremonial architectural treatments.
 - Use materials which have the color and smooth texture of the historic sandstone buildings and limit dark, contrasting or bright color to very special situations.
 - Use high quality materials, such as stone, concrete and ornamental metal.
 - Avoid large areas of curtain wall or mirrored construction.
 - Create civic architecture befitting the legacy of the Legislative Building grouping by designing buildings with a clear base, shaft and crown.
- Apply the siting principles of the historic Wilder and White and Olmsted Brothers plans. Specific actions:
 - Relate buildings to each other and to the open spaces defined by them.
 - Organize open spaces to be visible and accessible from building entrances.
 - Locate new buildings to form edges of pedestrian-scaled open spaces, to preserve landscaped open spaces and to reinforce campus edges.
 - Locate building entrances and landscaped spaces to the level of adjacent streets rather than significantly above or below street level.
- Preserve the historic character of the campus, while integrating complementary development. Specific actions:
 - Limit building heights to ensure that views of the Legislative Building will not be obstructed.
 - Establish a scale of building clusters compatible with the Legislative Building grouping. Consider heights no higher than the John L. O'Brien and John A. Cherberg buildings on the West Campus and the existing buildings on the East Campus.
 - Preserve and maintain the Wilder and White grouping and Olmsted Brothers landscape by limiting new above-grade development of the West Campus. Design subsurface structures which enhance the historic landscapes on the West Campus.
 - Recognize the importance of clustering certain uses in close proximity to the Legislative Building — the "Legislative Crescent" surrounding the Capitol.
 - Locate facilities related to visitors on the northern edge of the campus to be nearer to other downtown visitor destinations.

Sign and Visitor Information Guidelines

This section provides guidelines for the signs and visitor information intended to provide clarity for users of the Capitol Campus and off-campus state facilities, as follows:

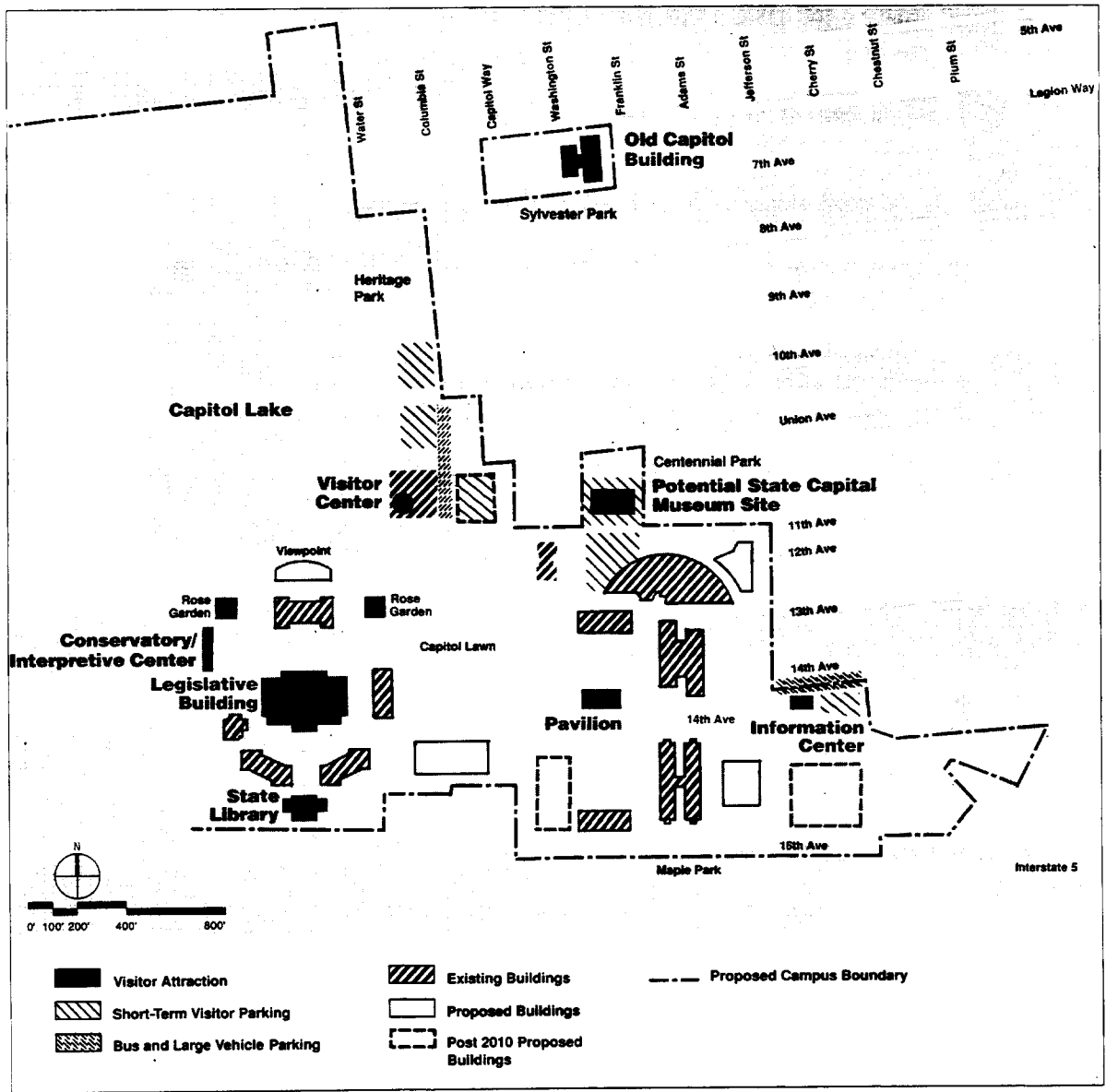
GENERAL

- Develop a signing system which establishes an appropriate image for state facilities and services. Specific actions:
 - Develop a design manual for maintaining and expanding the sign system emphasizing uniformity, distinctive character and the importance of color.
 - Identify agencies clearly on signs at single-tenant and multi-tenant buildings.
 - Respond to both car and pedestrian sign-reading requirements.
 - Review names and recommend an appropriate naming policy for buildings.
 - Eliminate unnecessary, confusing or inappropriate signs.
 - Coordinate the development of signs with the City of Olympia to promote continuity and similarity of signing systems.
- Implement a comprehensive state agency information program. Specific actions:
 - Standardize agency customer service maps and nomenclature.
 - Develop a “road map” brochure of state services and destinations.

VISITOR INFORMATION

- Begin guiding visitors to state facilities on the freeway. Specific actions:
 - Consider the use of low frequency radio signals to inform motorists of the locations of state services and install additional directional signs on Interstate 5. Install information displays at rest areas on Interstate 5 and U.S. 101.
 - Provide combined directional signs on Interstate 5 for the State Agency Information Center, Washington State Capital Museum and Visitor Center.
 - Provide consistency with follow-through signs from Exit 105 off Interstate 5.
- Develop a visitor program with the City of Olympia. Specific actions:
 - Place small information boards off-campus to promote walking tours and development of the pedestrian corridor between the campus and the downtown area.
 - Develop a guide sign program for walking tours both on- and off-campus which includes loops from the proposed Washington State Capital Museum and the Visitor Center. Coordinate printed materials, maps and Visitor Center displays.
 - Provide public restrooms.
 - Locate a consumer- and visitor-oriented “State Store” on Capitol Way near the campus to sell maps, guide books and other state products, as well as to dispense various licenses and permits.
- Train uniformed campus staff to act as campus “ambassadors.” Specific actions:
 - Increase the presence of uniformed guides on campus in response to proposed new visitor destinations, such as Heritage Park, the Washington State Capital Museum, the Visitor Center and the Conservatory and Interpretive Center.
 - Provide guard shacks along Cherry Lane staffed by uniformed personnel to restrict automobile access to the Legislative Circle and the area south of the Legislative Building.

VISITOR FACILITIES PLAN



Improvements to visitor parking, signing and information systems will make it easier for visitors to enjoy the campus.

CAMPUS INFORMATION SYSTEM

- Develop a self-service information program. Specific actions:
 - Include information on state agency locations and their telephone numbers at customer service locations, telephone or interactive computer displays for information, and other public facilities.
 - Expand to include city and regional visitor information.
- Reduce the number of signs and increase their effectiveness. Specific actions:
 - Improve signs at access points to create an information hierarchy for visitors, parking and customer services.
 - Explore the use of electronic information displays to route traffic during legislative sessions and special events when parking and traffic control is needed.

Transportation

Transportation Guidelines

The transportation plan addresses automobile circulation, parking, transit and high-occupancy vehicles, service and emergency vehicles, and bicycle and pedestrian circulation. This plan responds to current transportation problems on the campus and anticipates future requirements and trends. An aggressive transportation management program, described in the Implementation section, must be adopted to emphasize alternatives to single-occupancy vehicles for all state employees in the region. The plan is designed to make access to the Capitol Campus more convenient, no matter what travel mode is used.

New development on campus will require more parking for employees and visitors. While the plan outlines ways to encourage other forms of transportation, the reduction of car use will not be enough to offset the new demands. Projections show that peak off-legislative session parking demand for employees will increase by about 50 percent by the year 2010. An aggressive management strategy can reduce employee parking demand, but new parking will still be needed. In addition, developing the campus as a major educational, recreational and interpretive center will increase the need for visitor parking. Visitor parking demand is expected to more than triple by 2010, from its current level of approximately 550 spaces to over 1,800 spaces.

Parking estimations are based on the following predicted trends in employee travel to the campus.

Transportation	1990	2010
Single-Occupant Automobile	75%	52%
Carpool and Vanpool	19%	31%
Transit	2%	11%
Pedestrian/Bicycle	4%	6%

Current state employee transportation choices were determined from information in the Greater Olympia Area Governmental Agencies Public Transportation Survey, conducted in 1989.

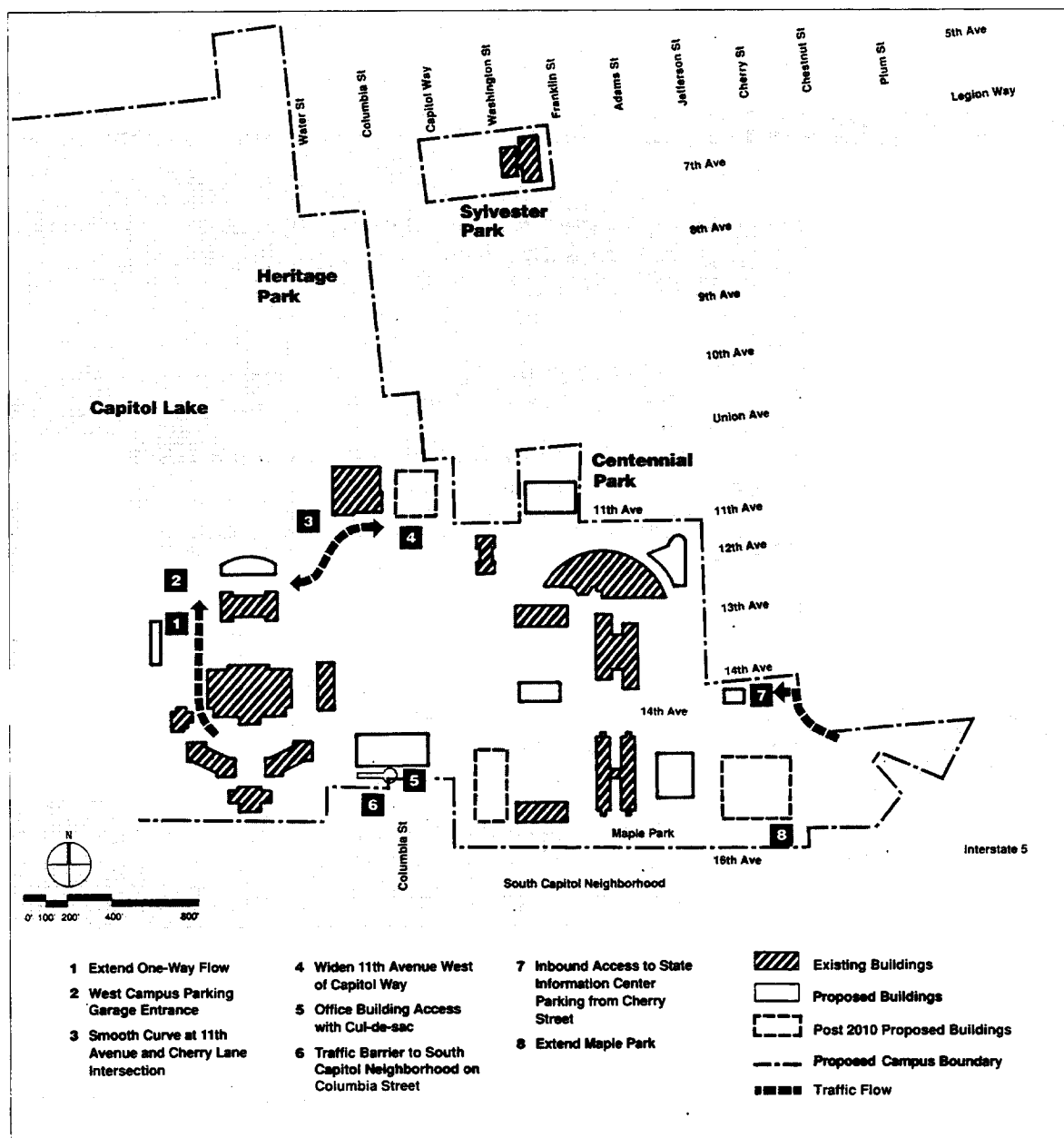
The following transportation guidelines have been designed to serve Capitol Campus employees and visitors and support its role as the historic center of state government. A guideline is followed in some cases by recommendations for specific actions.

Automobile Guidelines

Traffic congestion and pedestrian conflicts on the campus must be reduced through street improvements and traffic restrictions. Neighborhood traffic impacts must be minimized. The following guidelines are outlined for automobile circulation on the campus.

- Provide convenient access from new campus parking facilities to Capitol Way and Interstate 5 and minimize neighborhood impacts. Specific actions:
 - Retain one-way flow along the street west of the Legislative Building and extend the one-way flow to the entrance of the new West Campus garage at 11th Avenue just west of the Temple of Justice. Access into the new garage will be directly from 11th Avenue, which will be widened and improved to ease flow.
 - Provide inbound access from the Interstate 5 ramps at Cherry Street to visitor parking at the State Agency Information Center.
 - Create a cul-de-sac on 15th Avenue at Columbia Street to minimize neighborhood impacts from employee parking beneath the General Office Building on 14th Avenue west of Capitol Way. Plan for smooth traffic circulation in and out of the neighborhood.
- Minimize conflicts with pedestrian circulation. Specific action:
 - Limit vehicle access to the area directly south of the Legislative Building and to the Legislative Circle to facilitate pedestrian circulation.

AUTOMOBILE PLAN



The plan seeks to improve the flow of automobiles in and around the campus.

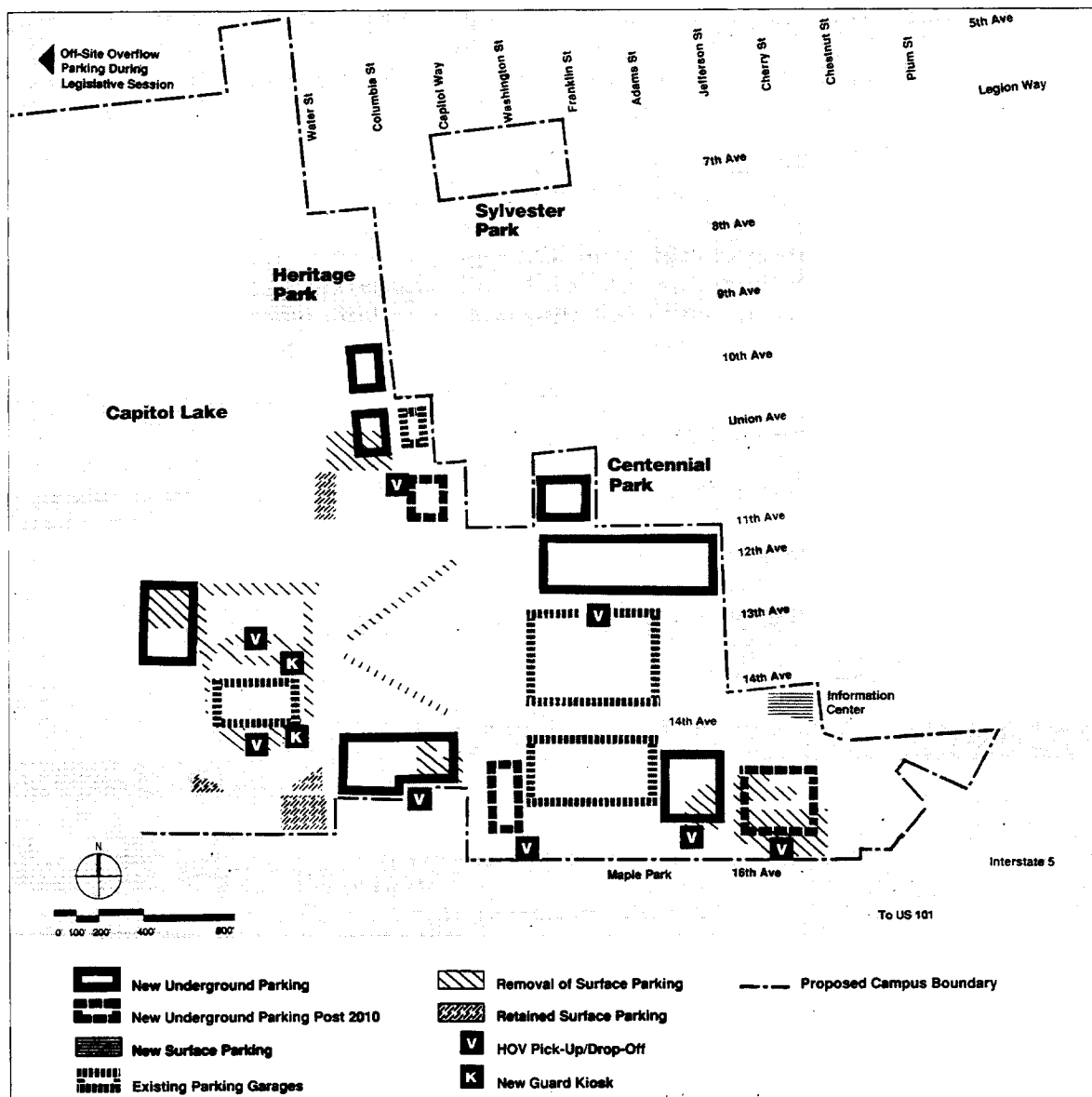
Parking Guidelines

In the past, visitors have been allocated a small number of parking spaces in remote campus locations. An aggressive management program will allow reallocation of more parking to visitors and move the spaces closer to visitor destinations.

To accommodate the estimated growth in demand, the following parking guidelines are outlined:

- Eliminate surface parking wherever possible to reduce the visual impact of parking which detracts from the historic design qualities of the campus. Specific action:
 - Remove the surface parking spaces on the West Campus from the following areas: Cherry Lane south of the Legislative Building; the Legislative Circle; the lot west of the Temple of Justice; 11th Avenue north of the Temple of Justice; the lot north of the General Administration Building; and the diagonal drives.
- Provide priority parking for campus visitors, high-occupancy vehicles, the disabled, and school and charter buses. Specific actions:
 - Provide employee and visitor parking with the Washington State Capital Museum.
 - Reallocate surface parking spaces in the State Library and John A. Cherberg Building lots to visitor parking.
 - Reallocate some employee spaces in the Columbia Street Garage and the Natural Resources Building Garage to visitor parking.
 - Provide visitor parking in an underground parking structure in Heritage Park.
 - Provide surface parking at the new State Agency Information Center at 14th Avenue and Jefferson Street for short-term visitor parking.
 - Provide underground parking at the proposed Washington State Patrol Headquarters site for employees and visitors.
 - Provide visitor and employee parking beneath the future General Office Building at 11th Avenue and Capitol Way.
- Add new structured parking and parking access facilities, including new underground parking with secure pedestrian tunnels to connect buildings on the West Campus. Specific actions:
 - Construct parking beneath the General Office Building at 14th Avenue and Capitol Way for employees and visitors during the peak summer months.
 - Construct underground parking in the West Campus Garage west of the Temple of Justice.
- Provide remote off-site parking with shuttle service during the legislative session, when parking demand cannot be accommodated by the above facility improvements. Specific actions:
 - Arrange for off-site parking at remote locations such as under-utilized theater, church or shopping center lots, or at the Percival Cove property on the west side of Capitol Lake.
 - Serve remote lots by expansion of Capitol, State Office and Legislative shuttles.

PARKING PLAN



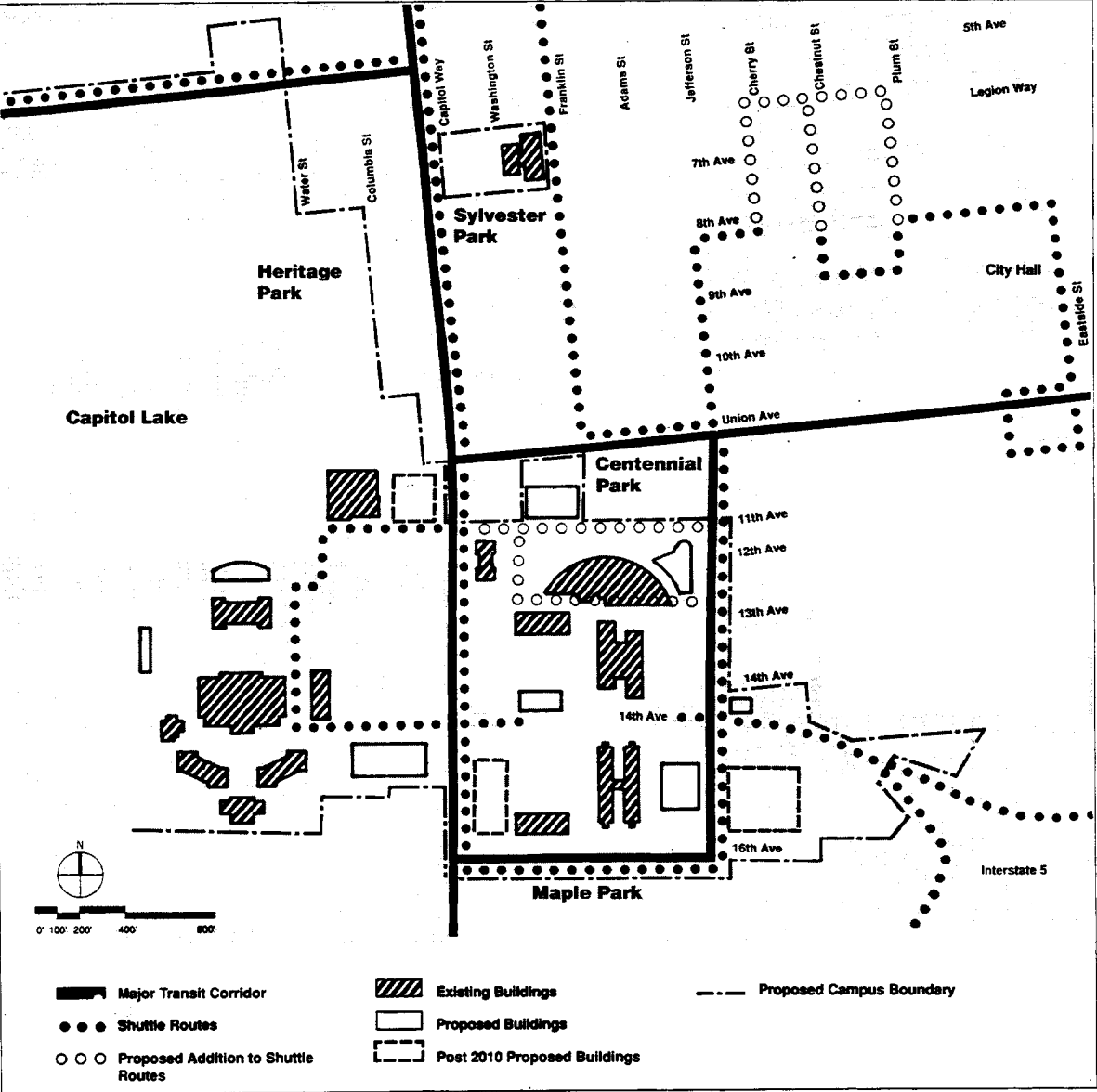
The plan recommends building a combination of new underground and surface parking, to meet parking needs and retain the character of the campus. Some current surface parking would be removed.

Transit and High-Occupancy Vehicle (HOV) Guidelines

The following guidelines improve transit service to and within the Capitol Campus:

- Work with Intercity Transit to maintain and expand the Capitol, State Office and Legislative shuttle service. Specific actions:
 - Expand the number of routes served by shuttles and emphasize intra-campus circulation.
 - Provide travel between the Transportation Building and the General Administration Building with comparable ease in either direction.
 - Implement an intra-campus circulator which may include service via the designated transit lane and loading area at the new Natural Resources Building.
 - Expand shuttle service to serve future state office sites in downtown Olympia and future satellite campuses and light industrial parks in Lacey and Tumwater.
- Develop high-occupancy vehicle (HOV) drop-off areas with convenient access to state offices to encourage ride sharing.
- Work with Intercity Transit to plan new conventional transit routes as demand increases.
- Focus new office development for the Capitol Campus along or near existing transit corridors, such as Capitol Way and Union Avenue.

SHUTTLE AND TRANSIT PLAN



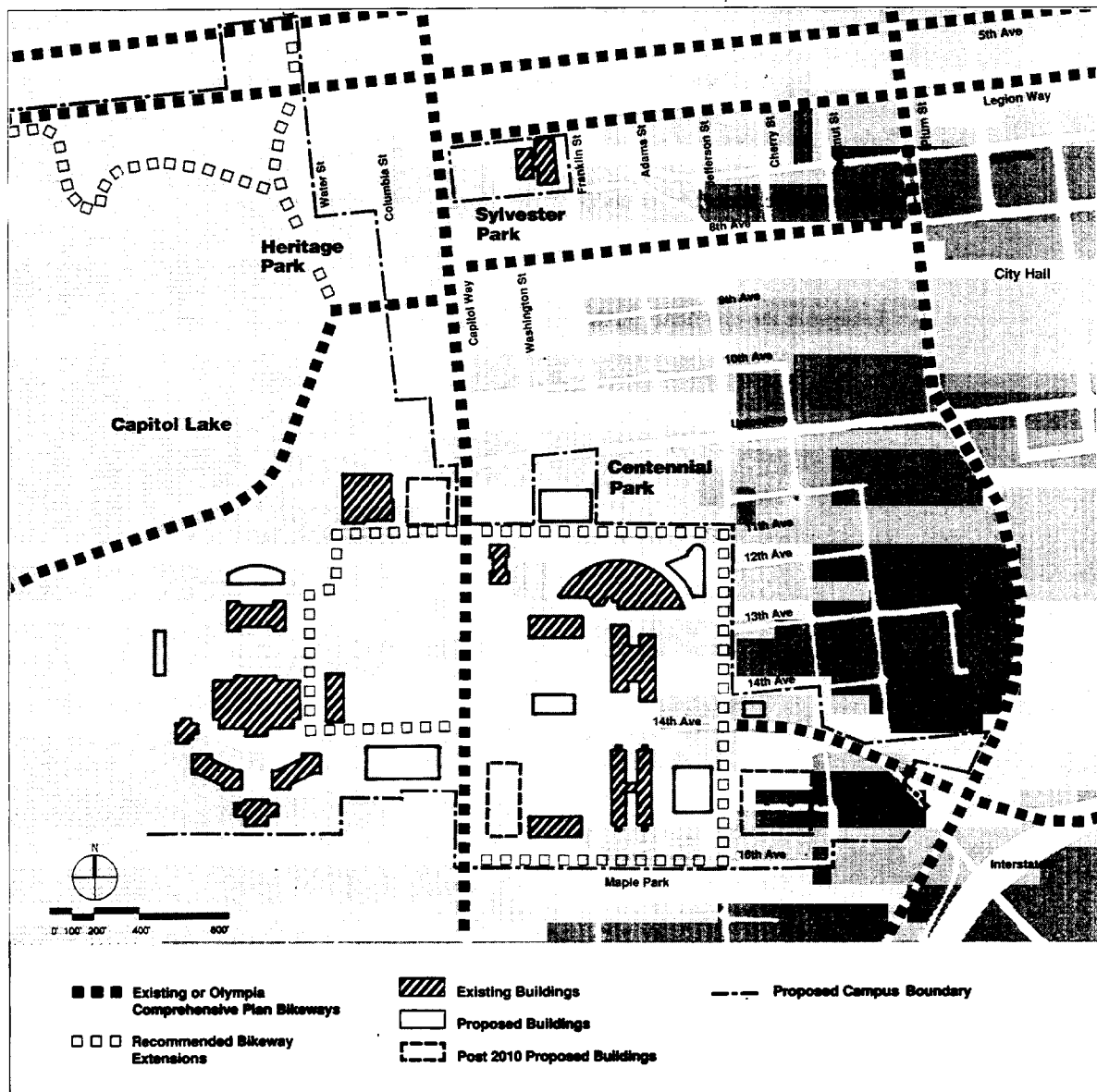
The plan recommends convenient shuttle and transit routes.

Bicycle Circulation Guidelines

To provide safe and efficient bicycle access to the Capitol Campus, the following bicycle guidelines are listed:

- Work with local governments to extend and develop bicycle routes to serve the campus.
Specific actions:
 - Extend the planned bicycle path along the rail corridor bordering Capitol Lake south to the Legislative Building group, north to Percival Landing and west to Deschutes Parkway via Heritage Park.
 - Design a bicycle route connecting the terminus of the Interstate 5 bikeway to the West Campus. Designate Jefferson Street, 11th Avenue, Cherry Lane, 14th Avenue and Maple Park as bicycle routes to provide efficient intra-campus bicycle circulation.
 - Ensure bicycle access from Heritage Park to the Capitol Campus.

BICYCLE PLAN



The plan provides safe bicycle access.

Service and Emergency Vehicle Guidelines

There is now a shortage of spaces for service vehicles on the West Campus. With the removal of surface parking on the West Campus there will be an opportunity to reserve spaces for service vehicles. The following guidelines improve campus service and emergency vehicle access:

- Provide a minimum of three service spaces per building.
- Provide service access from underground garages, where possible.
- Ensure emergency access on all major campus streets. Specific action:
 - Designate the diagonals on the West Campus as emergency vehicle routes.

Pedestrian Circulation Guidelines

The following guidelines are recommended to improve pedestrian access and circulation on the Capitol Campus:

- Provide convenient pedestrian access to transit and shuttle stops from buildings.
- Improve pedestrian connections between the East and West campuses. Specific action:
 - Install new crosswalks to ensure safe crossings at Capitol Way.
- Develop weather-protected connections between facilities where aesthetically pleasing. Specific actions:
 - Link the garages and the West Campus buildings with an underground pedestrian tunnel system incorporating appropriate safety and security measures.
 - Construct a covered walkway on the East Campus Plaza to link the East Campus buildings.
- Provide efficient and safe pedestrian access to Heritage Park and the Capitol Campus.
- Provide barrier-free access to all existing and proposed facilities.

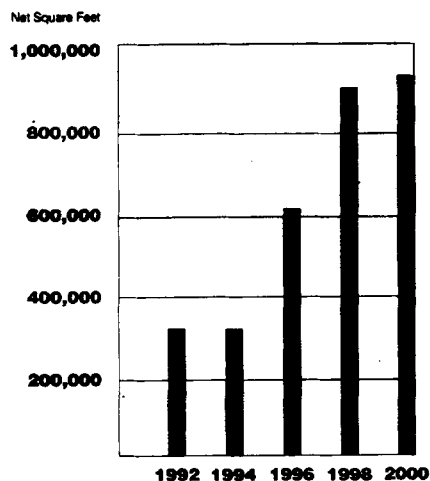
Facility Development

Deciding Which Development Goes on the Campus

Space on the Capitol Campus for building construction is limited. Construction expenses are greater on campus because new designs must complement existing buildings and landscaping. To accomplish this, higher quality materials must be used and underground parking must be provided. Therefore, agencies and facilities that must be located on campus should have priority. These include the following:

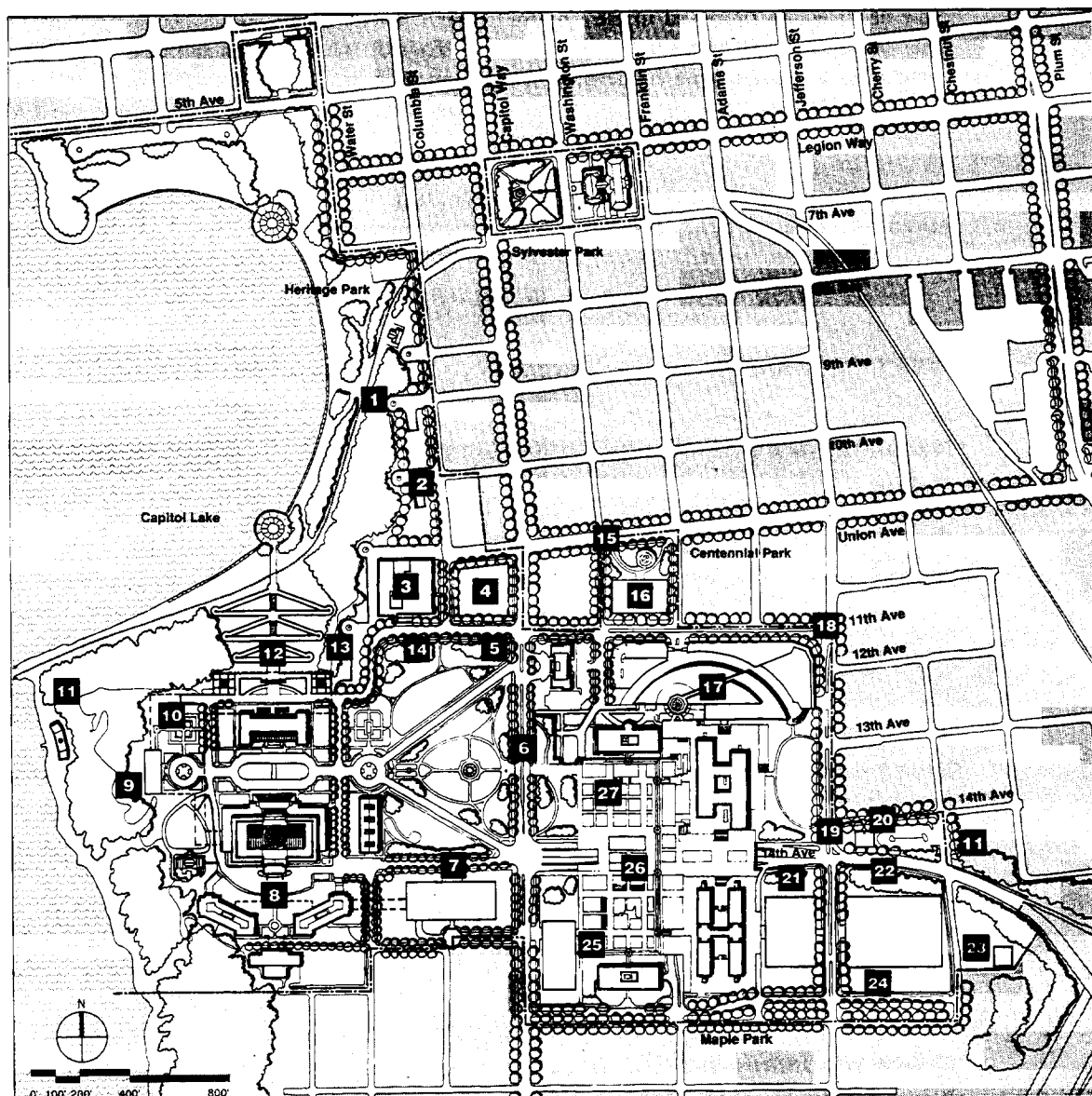
- Traditional lawmaking and ceremonial functions of government, including the Legislature, the Supreme Court, the Governor, other elected officials and their immediate staffs. These agencies are particularly appropriate for a West Campus location.
- Public facilities and visitor services that encourage public exploration of the focal point of state government and convey an awareness of openness and public responsibility. These include the State Agency Information Center, the Washington State Capital Museum and the Visitor Center.
- Agencies with a high degree of interaction with the Legislature, the Supreme Court, the Governor or other elected officials located on the Capitol Campus.
- General government agencies whose primary mission is to support the functions and responsibilities of the three branches of government and the Capitol Campus, in contrast to agencies whose primary mission is to provide services directly to the public.

PROJECTED DEVELOPMENT FOR THE CAPITOL CAMPUS



On-campus development is spread over the next 20 years.

CAPITOL CAMPUS DEVELOPMENT PLAN



- | | | |
|---|--|---|
| 1 Heritage Park | 10 West Campus Garage | 20 State Agency Information Center |
| 2 Heritage Park Garage | 11 Native Forest | 21 Washington State Patrol Headquarters |
| 3 General Administration Building and Visitor Center | 12 Temple of Justice Annex and State Law Library | 22 General Office Building |
| 4 Office and Public Activity Building | 13 Removal of Existing Conservatory | 23 Buildings and Grounds Maintenance Facility |
| 5 Capitol Way Improvements | 14 West 11th Avenue Improvements | 24 Maple Park Extension |
| 6 Capitol Lawn Extension, Landscape, Paving and Streetscape | 15 Centennial Park | 25 General Office Building |
| 7 General Office Building | 16 Potential Washington State Capital Museum | 26 Pavilion Building and Exhibit Center |
| 8 Legislative Support and State Library Addition | 17 Natural Resources Building | 27 East Campus Plaza Improvements |
| 9 Conservatory and Interpretive Center | 18 Jefferson Street and 11th Avenue | |
| | 19 Tunnel and 14th Avenue | |

Campus development is intended to retain the character of the original campus plan.

Proposed Facilities

New construction proposed in the Capitol Campus master plan is described in this section. These elements have been grouped under the headings of West Campus and East Campus and are indicated by number on the development plan map on page 49. The specific design of these facilities will be the product of future planning and design review. Departures from the 1982 facilities plan are noted.

The master plan proposes a schedule for new construction on the campus, based upon requirements identified in a 1990 survey. A new construction start is proposed every one or two years through the 20-year period.

WEST CAMPUS

Heritage Park (1)

Develop Heritage Park on Capitol Lake and incorporate this feature within the Capitol Campus boundary. Heritage Park provides a landscaped promenade physically connecting the Capitol Campus to Percival Landing and downtown Olympia, a key element in Wilder and White's original campus plan. Special park features may celebrate Washington's history, ecology and ethnic heritage. The 1982 plan notes the desirability of implementing the promenade to Puget Sound as proposed in the Wilder and White and Olmsted Brothers plans, but stops short of a specific recommendation.

Heritage Park Garage (2)

Build a Heritage Park Garage to provide underground visitor parking for the Capitol Campus with minimal visual impact on the park or the city. This garage represents an opportunity for state and city co-development.

General Administration Building and Visitor Center (3)

Renovate the facade and public areas of the General Administration Building to be more compatible with the architectural style of other West Campus buildings and incorporate a Visitor Center into the building.

Office and Public Activity Building (4)

Build an Office and Public Activity Building to create a gateway to the Capitol Campus at 11th Avenue and Capitol Way. Pedestrian street level activity will be considered on Capitol Way. Parking for visitors and employees will be provided underground. The Dawley Building is to be demolished at that time.

Capitol Way Improvements (5)

Reinforce the intersection of Capitol Way and 11th Avenue as a major gateway to the Capitol Campus through special design treatment. Improve Capitol Way as a tree-lined boulevard along its entire length to enhance the relationship between the East and West campuses and to provide a connection between the Capitol Campus and downtown Olympia. This is another state and city co-development opportunity.

Capitol Lawn Extension, Landscape, Paving and Streetscape (6)

Enhance formal landscape and paving features through improvements to the classically designed campus. Implement a campus landscape, paving and streetscape program. Extend the Capitol lawn to the east side of Capitol Way to create continuity between the East and West campuses. Remove parking from Legislative Circle.

General Office Building (7)

Provide executive offices and support facilities in a General Office Building with underground parking and a secured, underground passageway to the Legislative Building. The height of the building will be limited to the level of the existing Insurance Building to minimize visual impact on nearby residential areas and to be in scale with the Legislative Building grouping. The current Visitor Center, the Institutions Building and Press Houses will be demolished. Columbia Street will be vacated and 15th Avenue closed to through traffic from Columbia to Capitol Way to provide exclusive access to the General Office Building garage and reduce traffic on neighborhood streets. Potential occupants are portions of the staff of the Insurance Commissioner, Secretary of State, State Auditor, State Treasurer and Office of Financial Management.

The 1982 plan proposed a building on a site west of the Legislative Building and the Temple of Justice. The idea was to locate a building to terminate the east/west axis of the Legislative Circle and to represent three branches of government in a single grouping. In the 1991 plan, the location of the Executive Building is moved to a site south of the Capitol lawn at 14th Avenue and Capitol Way. Concerns about locating an Executive Office Building on the proposed 1982 site stemmed from potential traffic problems generated by adding a large number of employees at the far western side of the campus, its relative inaccessibility for visitors, the incompatibility of such a building with the character of the Governor's Mansion, the visual impact of blocking western views from the Legislative Circle, and the potential of overpowering or disrupting the view of the Legislative Building grouping.

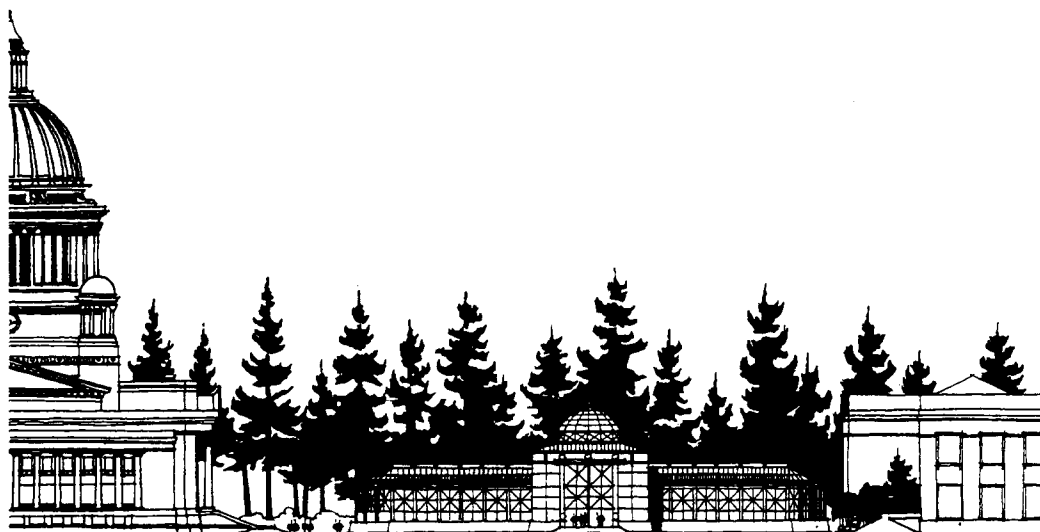
Legislative Support and State Library Addition (8)

Build the Legislative Support and State Library Addition underground with a pedestrian connection to the Legislative Building. This building consolidates Legislative support services and allows the Library to accommodate future growth in one building. Landscaping is proposed to replace existing surface parking.

Conservatory and Interpretive Center (9)

Build a new Conservatory and Interpretive Center west of the Legislative Circle. The Conservatory and Interpretive Center will provide an environmental interpretive center and help visitors experience the state's natural heritage. This feature visually terminates the east/west axis of the Olmsted Brothers plan. Construction of the Conservatory and Interpretive Center allows for removal of the existing Conservatory without losing this visitor attraction on the West Campus. The 1982 plan proposed an East Campus location for the Conservatory.

CONSERVATORY AND INTERPRETIVE CENTER



The new Conservatory Building would visually terminate the east-west axis created by the Olmsted Brothers and add a visitor attraction to the West Campus.

West Campus Garage (10)

Build the underground West Campus Garage west of the Temple of Justice to relieve parking shortages on the West Campus. Connect the Legislative Building, the Temple of Justice and the General Office Building with pedestrian tunnels. Landscape the garage roof with a rose garden reminiscent of the Olmsted Brothers plan, with a new vehicular turn-around in front of the Conservatory and Interpretive Center. Incorporate a helicopter pad into the landscaping. Remove existing surface parking and maintenance storage yard.

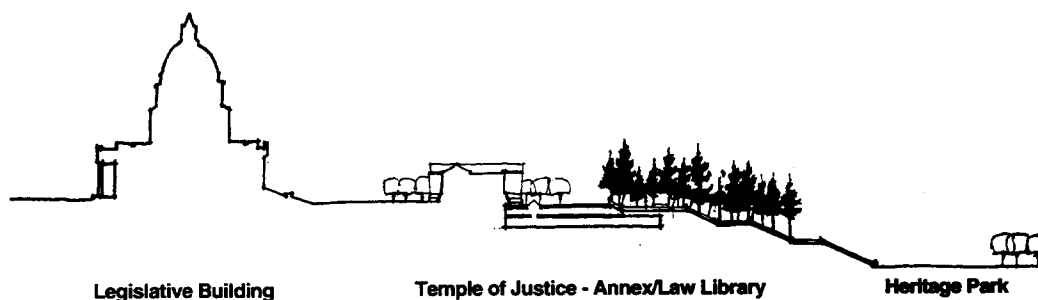
Native Forest (11)

Create and maintain a Native Forest to form an Arboretum on the western edge of the campus and the eastern gateway approach from Interstate 5. The Native Forest will provide a backdrop of indigenous trees and shrubs essential to the concept of the Legislative Building grouping as a "Clearing in the Forest." This is a more extensive planting of evergreens than proposed by the 1982 plan.

Temple of Justice Annex and State Law Library (12)

Build the below-grade Temple of Justice Annex and State Law Library into the bluff north of the existing Temple of Justice and incorporate it into the pedestrian connection to Heritage Park. A pedestrian tunnel connects the Legislative Building and the Temple of Justice. Offices on the north side of the building will have natural light. Landscape treatment on the slope is based on Wilder and White's design concept from 1911.

TEMPLE OF JUSTICE ANNEX



The landscape treatment on the slope is based on Wilder and White's design concept from 1911.

Removal of Existing Conservatory (13)

Remove the existing conservatory to take advantage of views of Capitol Lake, Puget Sound and Olympic Mountains. This will take place after the completion of the new Conservatory and Interpretive Center.

West 11th Avenue Improvements (14)

Widen and smooth the curves of 11th Avenue west of Capitol Way to provide better access to the West Campus Parking Garage.

EAST CAMPUS

Centennial Park (15)

Enhance Centennial Park and its centerpiece, the historic Daniel J. Evans Redwood. Depending on the siting of the Washington State Capital Museum, expand the park to a full block. Acquire and remove existing structures. Provide a bus drop-off for visitors on 11th Avenue.

Potential Washington State Capital Museum (16)

Consider locating the Washington State Capital Museum at Centennial Park on 11th Avenue, between Washington and Franklin streets, as a gateway facility with interpretive exhibits and information for Capitol Campus and Capital City visitors. The 1982 master plan recommended a location for the Washington State Capital Museum in the Old Thurston County Courthouse. The courthouse has been leased to a private developer for office use and is unavailable. The Museum is proposed to be sited at Centennial Park to provide a linkage between downtown and the campus and convenient pedestrian access to the campus. This site's development potential has been enhanced by the design and placement of the Natural Resources Building. The master plan does not make a specific recommendation for the museum, but suggests that Centennial Park and the Dawley property at the northwest corner of 11th Avenue and Capitol Way be considered as sites.

Natural Resources Building (17)

Complete the Natural Resources Building, Phases I and II. Phase I spans Franklin Street and adds a pedestrian bridge across 12th Avenue that connects the Natural Resources Building to the existing East Campus Plaza. Build Phase II and structured parking to the 11th Avenue property line.

Jefferson Street and 11th Avenue (18)

Improve Jefferson Street and 11th Avenue as landscaped boulevards. These landscaped boulevards with planted center medians were proposed in the 1982 plan and signify the perimeter of the Capitol Campus. They direct motor circulation around rather than through the campus. The 1991 plan extends the landscaping on Jefferson south to Maple Park.

Tunnel and 14th Avenue (19)

Create a sense of arrival and ceremonial progression from the eastern gateway to the heart of the Capitol Campus through improvements to the tunnel and intersections along 14th Avenue.

State Agency Information Center (20)

Build a State Agency Information Center as a highly visible structure to provide quick information to motorists about the location of state facilities in the capital region. It will be accessible from Interstate 5 along 14th Avenue and have convenient highway access to off-campus state facilities in Tumwater and Lacey.

Washington State Patrol Headquarters (21)

Build the Washington State Patrol Headquarters within the perimeter park east of the Transportation Building. Planning has already begun on the building, which will house office, criminal laboratory and data-processing facilities for the State Patrol.

General Office Building (22)

Build a General Office Building with underground parking (post 2010) south of 14th Avenue and east of Jefferson Street. An above-grade employee parking facility, maintenance shops and a transit terminal were recommended in the 1982 plan. In response to evolving state needs, the 1991 plan proposes a more intensive development of the area.

Buildings and Grounds Maintenance Facility (23)

Provide a Buildings and Grounds Maintenance Facility that includes a small maintenance shop, offices for the grounds maintenance staff and equipment and material storage.

Maple Park Extension (24)

Extend Maple Park eastward as a neighborhood buffer and to improve access to the East Campus.

General Office Building (25)

Build a General Office Building (post 2010) as a gateway to the campus from the south, on Capitol Way west of the Employment Security Building.

Pavilion Building and Exhibit Center (26)

Develop a Pavilion Building and Exhibit Center on the existing East Campus Plaza Garage oriented from Capitol Way toward the Legislative Building. The location divides the expanse of the East Campus Plaza into two, more intimate, public spaces. This building, proposed in the 1982 plan, provides a gathering place for employees and visitors with meeting rooms, display areas and possible food service.

East Campus Plaza Improvements (27)

Simplify the existing planters on the East Campus Plaza and create more intimately scaled settings. A covered walkway gives human scale to the plaza and provides weather protection. Plantings preserve views of the dome of the Legislative Building and the rotunda of the Natural Resources Building.

DEPENDENT CARE

A comprehensive plan must be developed for dependent care for state employees. Existing dependent care facilities on the East Campus south of 14th Avenue and east of Jefferson Street, are inadequate to meet the current campus needs. Facilities are also needed to serve employees in Olympia, Tumwater and Lacey.

CONCEPTUAL CAPITOL CAMPUS FACILITY DEVELOPMENT SCHEDULE*

Building	Year	Sq. Feet
Natural Resources Building-Phase I	1992	285,500
Washington State Patrol Building	1995	135,000
State Agency Information Center & Signing	1995	—
General Office Building	1996	150,000
West Campus Garage	1996	—
Conservatory/Interpretive Center	1997	—
Heritage Park	1997	—
Natural Resources Building-Phase II	1998	200,000
Pavilion & Tunnel	1998	—
Law Library	1998	55,000
Temple of Justice Annex	1998	50,000
Legislative Support Building	2000	50,000
Capitol Campus Total (net square feet)		925,500

* Schedules and net square feet are illustrative only. Available resources, changing state programs and priorities, and more detailed planning will require adjustments to these charts.

Olympia, the Capital City

Concept

Design

Transportation

Facility Development

2



Concept

Enhancing the Star on the State's Map

Downtown Olympia's obvious proximity to the Capitol Campus and the image of Olympia as the state's capital city make it a natural choice for a major role in an evolving state government. The master plan envisions thriving urban centers in Olympia at which public and private enterprises complement and serve each other in settings that are both businesslike and inviting.

The Capital City concept accommodates new state offices in an urban context, pays close attention to the character and vitality of city streets and clearly defines open spaces. By contrast, campus expansion plans call for elimination of some existing city streets. The Capital City concept is an alternative to campus expansion which will preserve the fabric of the city.

The master plan for the Capital City concentrates new off-campus state office development and leased office space downtown, clustered around open spaces along Capitol Way. The plan has several goals: to improve linkages between downtown and the campus; to develop transportation improvements and policies which provide alternatives to single-occupancy vehicles; to preserve and enhance historical landmarks; and to avoid excessive development density on the Capitol Campus. This plan makes a strong and early commitment to the realization of the Capital City concept.

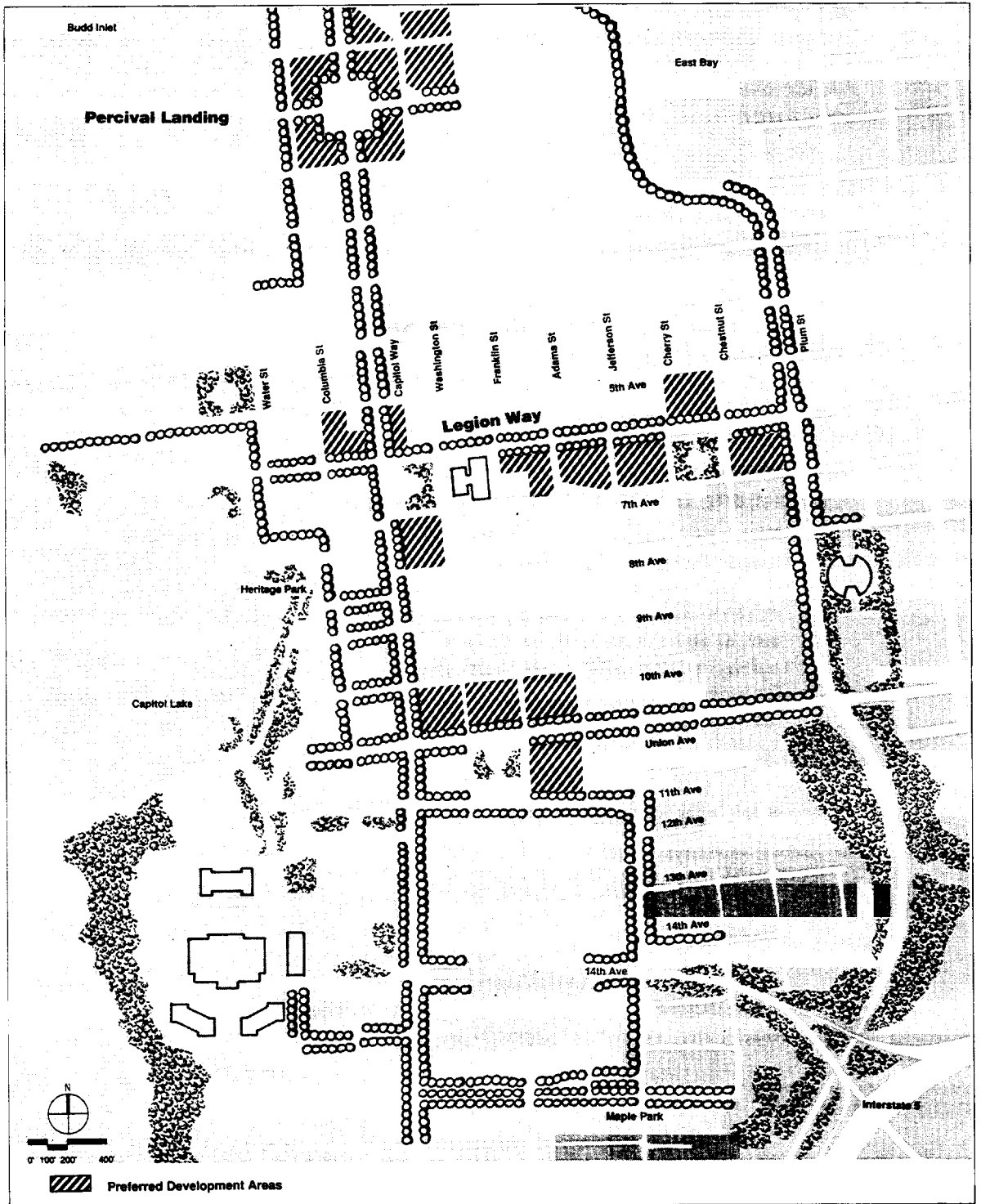
A follow-up master plan for off-campus facilities in Olympia must be developed in cooperation with the City of Olympia to ensure high-quality, efficient development and more detailed guidance.

Capitalizing on Proximity

Several government functions, identified in an analysis of the state's development needs, can benefit from Olympia's immediate proximity to the Capitol Campus and its convenient access to offices. Locating in Olympia increases the state's ability to capitalize on joint development opportunities with private interests and/or local government through shared parking structures, meeting rooms and management programs. In addition, Olympia offers access to leased space which can accommodate expanding agencies in the short-term.

Olympia plays an important role as the Capital City. Guidelines in the plan create linkages between the city and the campus while maintaining the identity of each. The City of Olympia has identified preferred development areas for new state offices. The master plan, in turn, clusters development around open spaces at these locations and links them to the campus by distinctively landscaped streets.

THE CAPITAL CITY CONCEPT



Capital City

The plan proposes clustering state office development in Olympia.

Design

Design Guidelines

The guidelines for the Capital City give Olympia a sense of place distinct from the Capitol Campus. One of the goals of the master plan is to provide more linkages between the campus and Olympia, so some general design guidelines which relate to the Capital City have been presented in the Capitol Campus section. Consequently, this section presents only those guidelines which are unique to Olympia.

URBAN DESIGN GUIDELINES

- Locate new state office and visitor facilities in relation to public open spaces. Specific actions:
 - Cluster new state offices around public open spaces selectively located downtown and linked to the Capitol Campus.
 - Integrate cultural and visitor destinations along the Heritage Park, Percival Landing and Capitol Way corridors.

LANDSCAPE AND OPEN SPACE GUIDELINES

- Use landscape to unify state development in downtown Olympia and link development with the Capitol Campus. Specific actions:
 - Establish a distinctive character along Capitol Way by creating streetscape elements such as street trees, specialized paving, pedestrian-scale lighting fixtures and street furnishings which establish a consistent visual image.
 - Consider the opportunity for park development at specific locations in Olympia as a focus for new state office development.

BUILDING AND FACILITY GUIDELINES

- Locate new state offices to be consistent with existing retail and transit routes. Specific actions:
 - Maintain street-level retail or pedestrian-oriented uses on Capitol Way and Legion Way to ensure street vitality. Lease storefronts on ground floors to private retailers to augment the existing mix of retail uses.
 - Focus state office development along or near existing transit corridors, such as Capitol Way, Union Avenue and Legion Way.

Transportation

Transportation Guidelines

The transportation guidelines for the Capital City address the need to reduce dependency on single-occupancy vehicles. Guidelines also address parking and service access in a congested downtown area.

TRANSIT AND HIGH-OCCUPANCY VEHICLE GUIDELINES

- Encourage transit ridership and other alternatives to the single-occupancy vehicle. Specific actions:
 - Develop a transportation management program jointly with the city of Olympia and Intercity Transit.
 - Provide convenient parking and drop-off spots for high-occupancy vehicles, shuttles and transit.

BICYCLE CIRCULATION GUIDELINES

- Convert future rail abandonments to pedestrian and bicycle paths. While insufficient density makes local light rail unfeasible now, abandoned rail corridors should be preserved as potential links to a regional rapid-rail system along the Interstate 5 corridor.

PARKING GUIDELINES

- Develop a partnership with the City of Olympia to construct and manage shared downtown parking facilities. Specific actions:
 - Accommodate state office employees and visitors.
 - Incorporate street-level retailing and services, where appropriate.

SERVICE AND EMERGENCY VEHICLE GUIDELINES

- Incorporate off-street service areas and short-term curb loading zones for service vehicles.

Facility Development

Olympia Office Clusters

The following state office development clustered along or near Capitol Way provides the potential for more than 1.9 million square feet of new office space, exceeding the amount of space scheduled for downtown Olympia within the time frame of this master plan. However, the development clusters illustrate the potential for Olympia to accommodate growth beyond the 20-year timetable. This is essential, because the plan intends to limit the amount of new development at satellite centers in Tumwater and Lacey to a total of 4,000 to 5,000 state and private employees.

Olympia, as the Capital City, is by contrast viewed as an ongoing location for state office development. The clusters are listed below in order of development priority, beginning with the highest priority, and are shown on the Capital City Concept map.

CAPITOL WAY AND SYLVESTER PARK

This cluster concentrates state office development along Capitol Way and around Sylvester Park, giving greater emphasis to Capitol Way and the historical legacy of the Old Capitol Building. It will maximize views to the park and to the Old Capitol Building and link other development clusters along landscaped boulevards. Approximately 300,000 square feet of new state office space may be developed on about three acres.

CAPITOL WAY AND PERCIVAL LANDING

As a visual landmark and activity center at the northern end of Capitol Way, the Percival Landing area development enhances the role of Capitol Way as a boulevard connecting the Capitol Campus with downtown. A promenade will be created, connecting the Capitol Campus to Percival Landing. Development in this area also provides a tie to the harbor and Heritage Park, and supports restaurants, the Farmers Market and specialty retailing. Parking in the area should be shared with other uses which have strong weekend patronage. Buildings should be grouped to define major public spaces on Capitol Way, at the Farmers Market and at Percival Landing. Development at this location will support more than 500,000 square feet of new state offices on about nine acres.

CENTENNIAL PARK

Centennial Park, located near the northern boundary of the campus, allows easy pedestrian access to the campus. Union Avenue provides convenient access to the freeway. Development should be located on Capitol Way and clustered around Centennial Park and its focal point, the Daniel J. Evans Redwood. The park will be expanded to fill the block bounded by Washington and Franklin streets and Union and 11th avenues and includes one of the potential sites of the Washington State Capital Museum. Union Avenue will become a landscaped boulevard from the campus to Plum Street. Approximately 500,000 square feet of new state office space may be added on about six acres in this area.

LEGION WAY

The Legion Way area between Capitol Way and Plum Street is ideally situated for new state office development. Sylvester Park and the Old Capitol Building provide a focus for a development cluster at the western end of Legion Way. A new open space created near Plum Street at the eastern end of Legion Way might be the focus of another cluster. Easy access to the freeway is provided via Plum Street. Legion Way and Plum Street will be developed as landscaped boulevards. Approximately 600,000 square feet of new state office space may be built on approximately ten acres.

Proposed Facilities for Olympia

With the possible exception of the training complex, the following state facility development will be located within the preceding office clusters.

TRAINING COMPLEX

Locate a centralized training facility with meeting rooms at South Puget Sound Community College or in downtown Olympia. This facility would enable state-of-the-art methods and equipment to be used by multiple agencies.

GENERAL OFFICE BUILDING

Co-locate agencies which administer employee benefit programs in a modest-sized office building in Olympia. Co-locating activities would permit sharing of common facilities, such as meeting rooms, mail rooms and reception areas.

MULTI-AGENCY BUILDING

Co-locate smaller agencies which are currently scattered throughout the capital region in Olympia to permit sharing of common facilities and services.

SOCIAL AND HEALTH SERVICES BUILDING

Locate the majority of the Department of Social and Health Services in Olympia, close to the headquarters office building on campus, and near public transit and transportation routes.

Tumwater and Lacey, the Capital Community

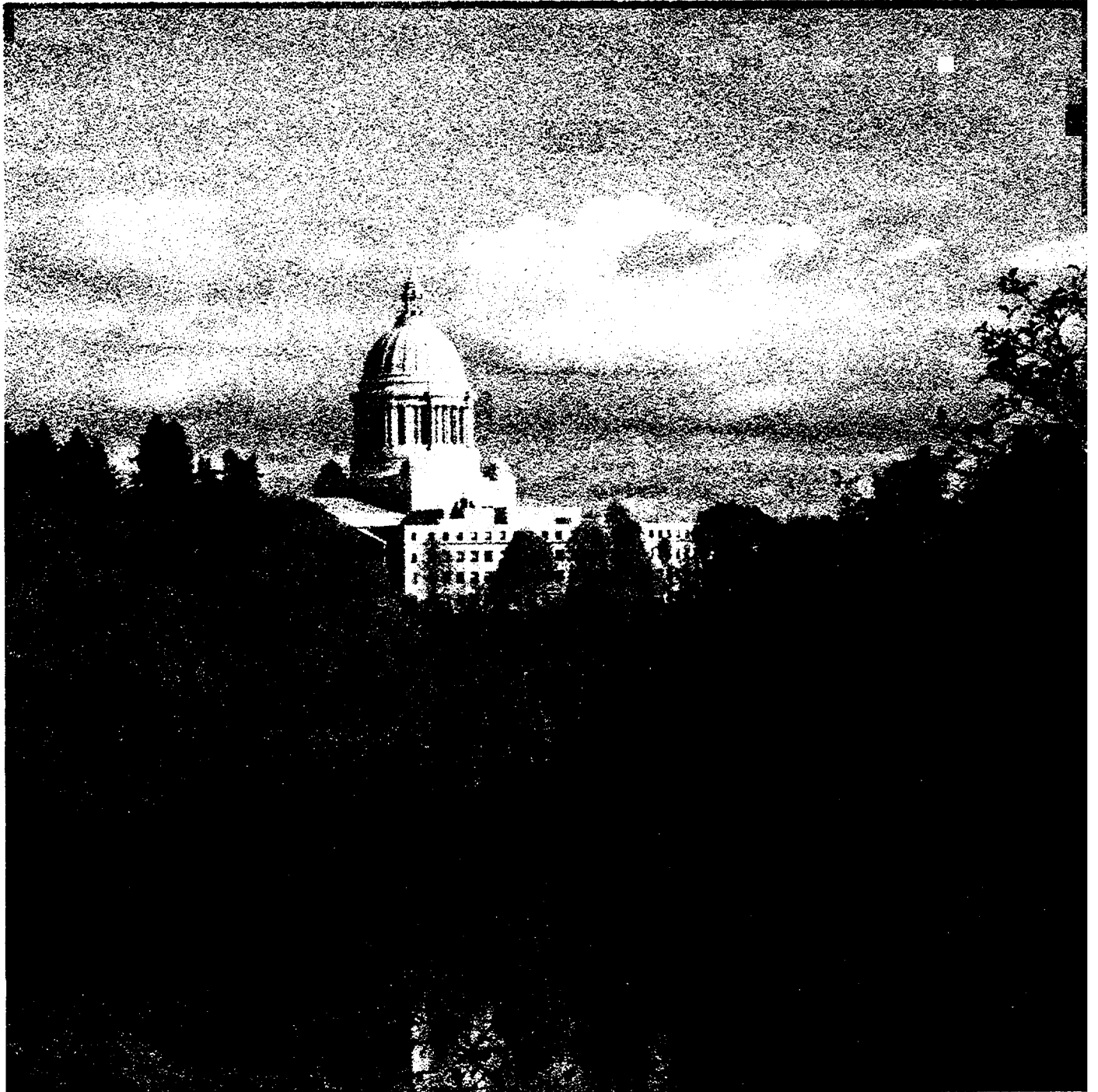
Concept

Design

Transportation

Facility Development

3



Concept

Creating Satellite Campuses

A significant portion of the state's business is not suited for either the Capitol Campus or the urban setting of downtown Olympia. Satellite campuses in Tumwater and Lacey, therefore, offer attractive alternatives and specific virtues all their own. State government, according to the master plan, shall not impose itself upon these communities but live, work and interact with and alongside the communities and their people and enterprises. The Capital Community concept addresses issues of growth, urban design, traffic and transportation, and pays special heed to the environment — the natural environment as well as the larger social environment critical to a community's identity and well-being.

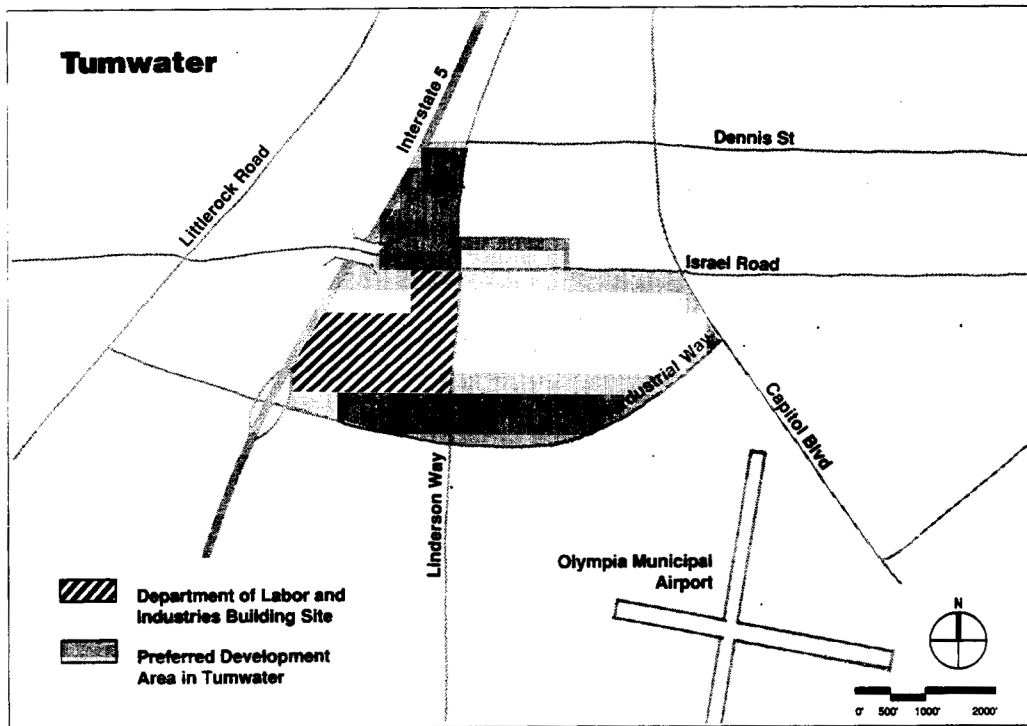
Proposed new offices in Tumwater and Lacey are not conceived as islands of state government, but rather as fully-integrated sectors of these cities. They are intended to concentrate employees in a small area to support community services, such as retail, restaurants, banking, dependent care, pedestrian access and housing. They should encourage alternatives to single-occupancy vehicles, such as public transit. Satellite campuses should involve a mix of private, local and state government buildings to achieve a variety of land uses.

The state constitution mandates keeping state agency headquarters facilities in the capital region. Agency offices outside the immediate area of the Capitol Campus and Olympia might be more economical and efficient in some cases, especially for large operations requiring more land or agencies which do not need to be close to the campus. At the same time, these new facilities must be carefully planned to reflect the needs and goals of the communities in which they are located.

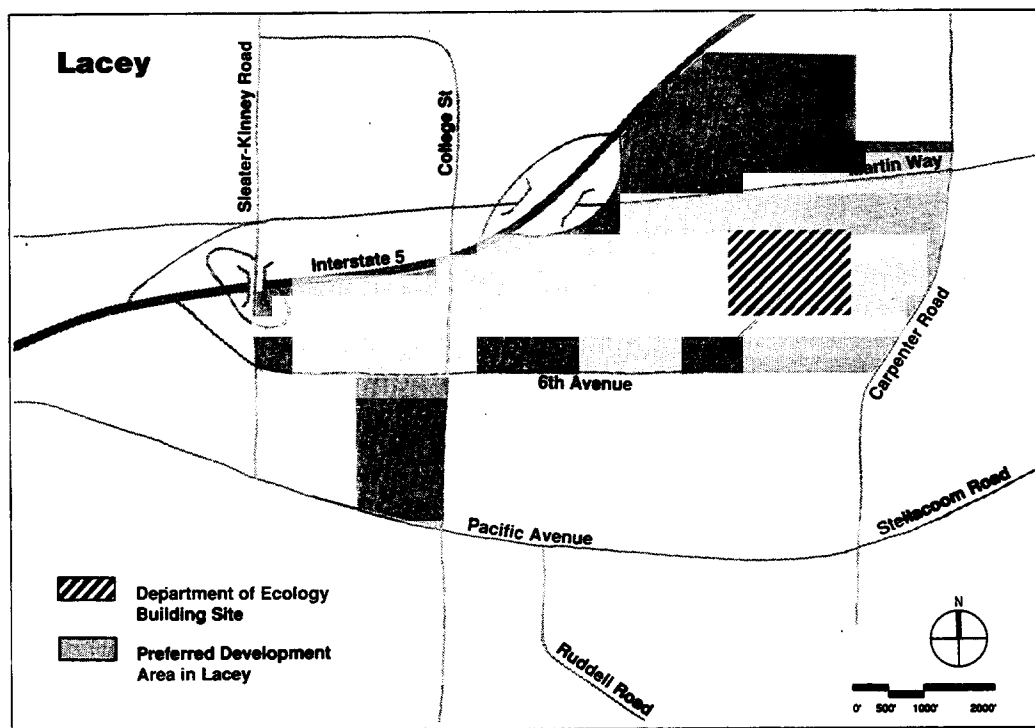
From a larger planning perspective, however, a number of hidden or social costs have been considered when evaluating a satellite area location. These include greater automobile dependency; lower transit accessibility; higher costs for emergency services, infrastructure and utilities; and a narrower range of convenient services.

Satellite campuses in Tumwater and Lacey must be designed for 800,000 to 1 million square feet of development (4,000 to 5,000 state and private employees) to provide for efficient public transit and ridesharing alternatives and to support services as well as retail businesses. However, satellite campus development must not exceed these levels in order to meet regional growth management objectives. Master plans must be developed for the satellite campuses in concert with the respective communities to ensure their high quality and efficiency.

The cities of Tumwater and Lacey have identified preferred development areas for new state offices. This master plan has been prepared in partnership with local government, and each of these cities has taken steps to integrate the master plan recommendations into their respective community plans. A satellite campus has been placed within each of these preferred development areas, with agency headquarters facilities currently planned for each location. The Department of Labor and Industries Building is being constructed in Tumwater and the Department of Ecology Building in Lacey. The sites for these facilities are shown on the Preferred Development Area maps.



The Tumwater satellite campus concentrates state office development in a preferred development area supportive of community development plans and well served by transportation.



The satellite campus in Lacey is in a preferred development area linked to Interstate 5 and integrated within the expanding urbanized area.

PLANNING FOR INDUSTRIAL PARKS

In addition to the satellite campuses, industrial parks are planned in Tumwater and Lacey to concentrate state warehousing and light industrial needs, preserve land and increase employment concentrations. These parks take advantage of freeway and transit accessibility and lower land prices. They will include landscaping and other amenities, making them good neighbors. Uses might include warehousing, motor pool, printing, central stores, laboratories and maintenance facilities. This arrangement will use space more efficiently, minimize duplication and provide flexibility for future expansion.

The industrial parks must be located outside the satellite preferred development areas and provide opportunities for transit and shuttle service, minimize transportation impacts, protect the environment and create opportunities to enhance the quality of light industrial development. Two industrial park sites must be acquired for various structures for a total of 500,000 gross square feet, to be divided between Tumwater and Lacey. Master plans must be prepared for the sites before construction to evaluate future development options.

Design

Design Guidelines

The Capital Community design guidelines relate specifically to state development in Tumwater and Lacey. General design guidelines in the Capitol Campus section may also be applicable.

URBAN DESIGN GUIDELINES

- Integrate state and private development, services and retail stores to create a diverse urban area, avoiding the perception of a satellite as an island of a single land use type.
- Develop guidelines under future master plans to ensure that quality of satellite development is consistent with the desired image of state government. Specific actions:
 - Encourage development of parking garages to maximize usable open space and maintain a compact organization of buildings by minimizing surface parking.
 - Align entry roadways and locate common open space to provide distant views of surrounding landscape features.
 - Provide views to satellite facilities from Interstate 5, where possible, to heighten their identity and visibility for the public.
 - Develop the satellite campus to be consistent with the master plan and community development plans.

BUILDING AND FACILITY GUIDELINES

- Locate agency offices to complement adjacent land uses and for easy access to services and convenience stores.
- Place buildings to encourage transit and pedestrian use. Specific actions:
 - Orient building entrances to open spaces, other buildings and transit access.
 - Transit centers and entrances to neighboring buildings should be within 1,500 feet to encourage bus use.
 - Screen parking areas from pedestrian routes.

LANDSCAPE AND OPEN SPACE GUIDELINES

- Use landscaping and natural features to develop pedestrian-friendly spaces. Specific actions:
 - Emphasize native and naturalized ornamental plant materials and park furnishings as landscape elements.
 - Preserve natural features, such as wetlands, for passive recreation.
- Use landscape and natural features to create linkages to the Capitol Campus. Specific action:
 - Continue Olympia's Capitol Way streetscape and landscape treatment through Tumwater on Capitol Boulevard.

Transportation

Transportation Guidelines

Transportation guidelines for the Capital Community address the need to improve access to state facilities in Tumwater and Lacey and linkages to nearby commercial and residential development.

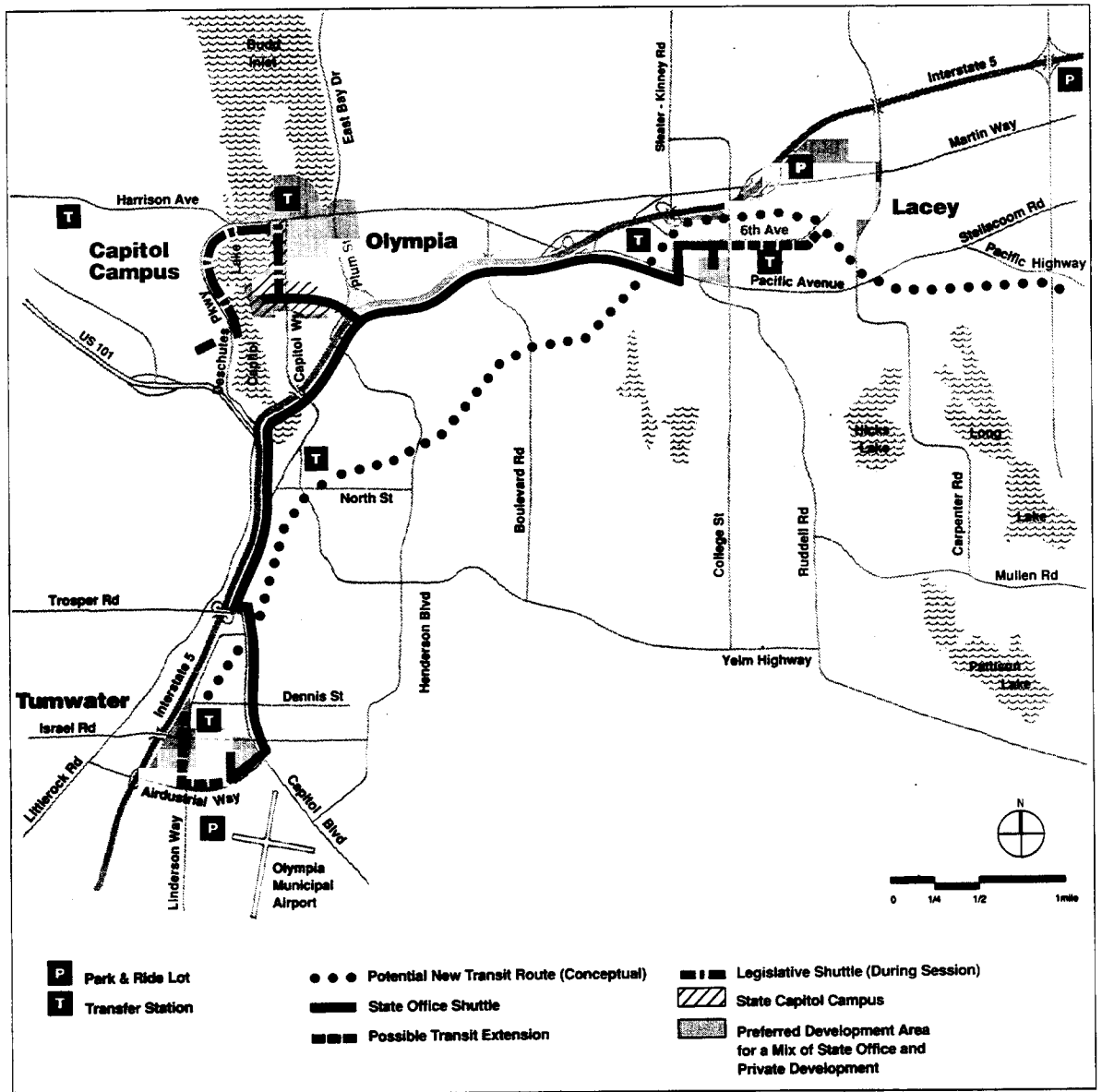
AUTOMOBILE GUIDELINES

- Improve access to state facilities. Specific actions:
 - In Lacey, support development of the proposed Carpenter Road interchange on Interstate 5 to provide additional access to the satellite campus site and alleviate existing and future congestion at the Martin Way interchange.
 - In Tumwater, support improvements to Capitol Boulevard.

TRANSIT AND HIGH OCCUPANCY VEHICLE (HOV) GUIDELINES

- Encourage transit ridership. Specific actions:
 - Expand existing Intercity Transit bus routes to serve satellite campuses. These sites will serve as either a terminus or transfer point for the areas serviced.
 - Link the growing residential areas and developing campus facilities to each other and downtown Olympia with new crosstown bus service.
 - Institute an express shuttle service to provide fast, reliable transit service to accommodate business-related trips between the Capitol and satellite campuses.
 - Develop additional park-and-ride lots near the Interstate 5 interchanges in Lacey and Tumwater supported by efficient express bus or shuttle service.
 - Focus new office development along or near existing transit corridors.

PROPOSED TRANSIT CIRCULATION CONCEPT

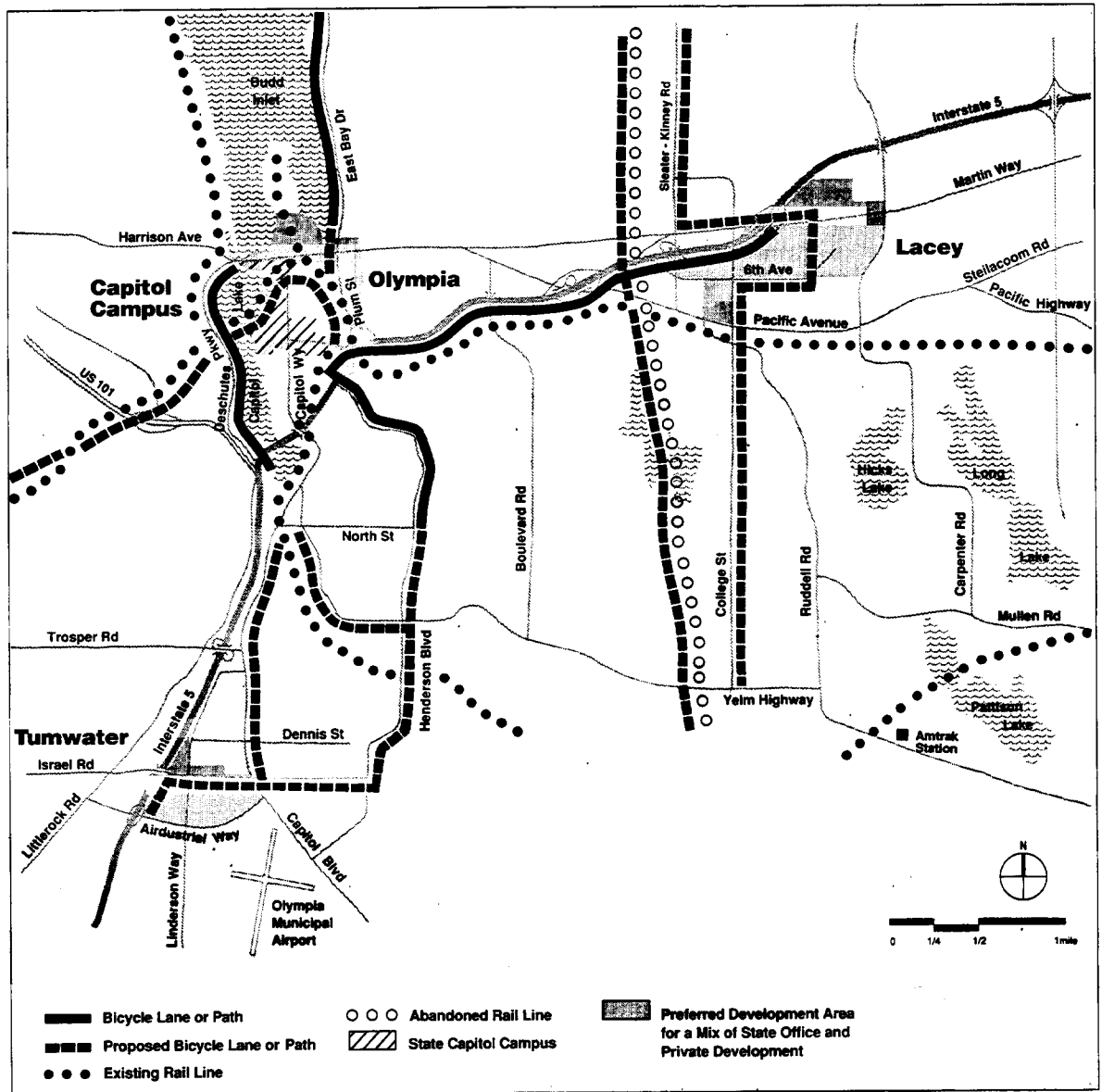


Potential transit routes and transfer stations are recommended to help reduce the need to drive to state facilities.

BICYCLE CIRCULATION GUIDELINES

- Provide bicycle routes for satellite campus commuters. Specific actions:
 - In Tumwater, extend the planned bicycle lane along Capitol Boulevard to Airdustrial Way. Provide a new bicycle path or lane from the Tumwater development site at Linderson Way along Israel Road to the planned bicycle path extensions at Capitol and Henderson boulevards. No rail corridors exist which might provide direct future access to the Tumwater site.
 - In Lacey, implement planned bicycle lanes along Sleater-Kinney Road, Martin Way and College Street to provide direct bicycle access to the satellite campus from south Lacey and east Olympia. Complete the bicycle connection from College Street to Martin Way through the satellite site. Convert the planned abandonment of the rail corridor along Lacey's eastern city limits to a bicycle path, thus providing an exclusive route to the main campus and Lacey satellite site via the Interstate 5 bikeway. Preserve the existing rail corridor along Pacific Avenue to provide a direct link to a regional Interstate 5 corridor rail system if one were developed in the future.

PROPOSED REGIONAL BICYCLE CIRCULATION CONCEPT



Capital Community

The plan suggests ways to make it easier for bicyclists to travel to and between the areas where state offices will be located.

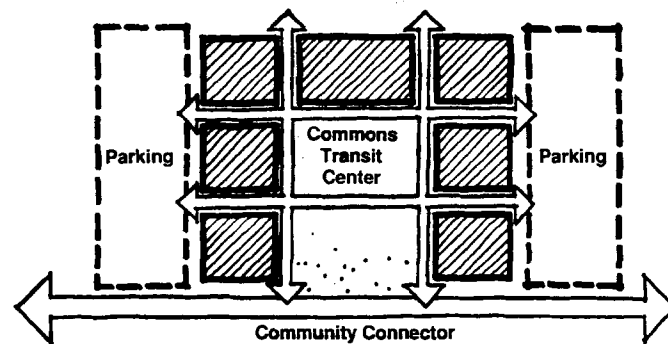
Facility Development

Tumwater Park Block Concept

Tumwater lost its city center when Interstate 5 was constructed. The new town center, established south of the former, offers an outstanding development opportunity. Placing new state facilities here helps Tumwater in realizing its vision of a new town center, while taking advantage of available land and excellent access to Interstate 5, the airport and Capitol Boulevard.

The Park Block Cluster concept is a satellite campus strategy that acknowledges Tumwater's urban street grid, integrates state office development into the emerging town center area and ties it to major arterials by landscaped boulevards. The concept of buildings clustered around an open space or commons builds on the legacy of the Capitol Campus. Open spaces defined by building groups also should have themes of statewide interest. This plan provides for almost 900,000 square feet of new state office space at the Tumwater satellite campus through the year 2010.

Industrial areas within or adjacent to Port of Olympia properties at the airport provide excellent locations for light industrial uses. It is recommended that approximately half of the state's projected needs for these uses be located in the Tumwater area and concentrated within an industrial park.



In Tumwater, development would be focused around park blocks. The clusters are envisioned as a mix of state- and privately-owned buildings within the preferred development areas identified by the city.

Proposed Facilities for Tumwater

The following state facility development is proposed to be located within the Tumwater Satellite Campus.

DEPARTMENT OF INFORMATION SERVICES

This agency requires a data processing facility that cannot be on campus or in central Olympia because of seismic considerations. A Tumwater location for the Department of Information Services will support the relationship between the headquarters operation and equipment maintenance activities.

DATA CENTER

Co-locate the proposed Data Center with the Department of Information Services Building at a satellite campus location.

LABOR AND INDUSTRIES BUILDING - PHASE II

Size the Labor and Industries Building to meet space requirements of the agency for the year 2010.

Other state facilities in Tumwater:

TUMWATER INDUSTRIAL PARK

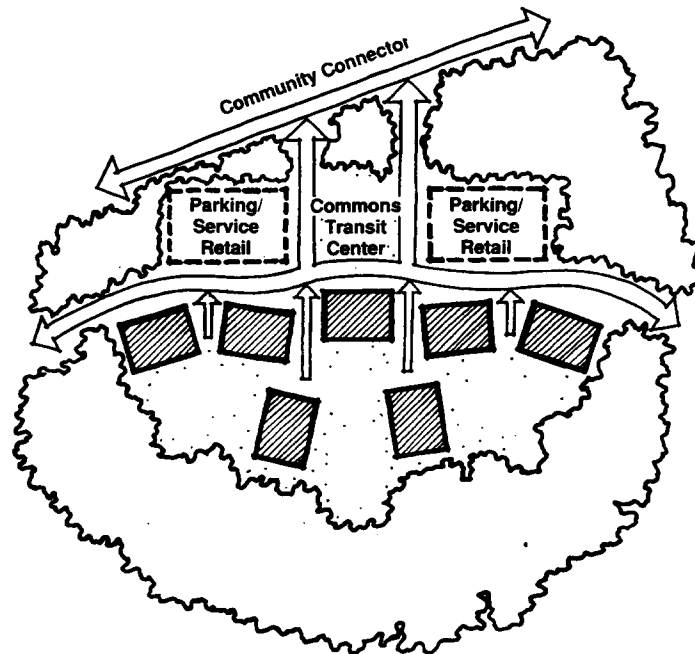
The Tumwater Industrial Park provides warehouse space for several agencies and for the Capitol Building and Grounds Maintenance Shops. Ideally, this complex would be placed with existing state facilities on Airdustrial Way.

Lacey Cluster in the Woods Concept

Lacey has experienced rapid change in direct response to state employment in the Olympia area. Lacey's goal is to accommodate new state office and light industrial development in a manner which will preserve the natural environment, enhance existing and planned residential areas and minimize transportation, utility and service impacts. New offices on a satellite campus must be integrated into the community and support complementary private development.

The "Cluster in the Woods" concept reflects the legacy of the Capitol Campus by organizing buildings around open spaces, thus preserving the natural landscape. These groupings will be clearings in the woods surrounded by native forests. The open spaces defined by the buildings will provide a venue for exploring county and state heritage. The building groupings, in turn, will be organized around streets and open spaces which ultimately intersect with major arterials linking the satellite campus with the community. In concept, the "Cluster in the Woods" is similar to the development of Lacey City Hall and the Lacey Library. The plan facility development schedule provides for approximately 600,000 square feet of new office space at the Lacey satellite campus through the year 2010.

Light industrial and warehouse uses will be clustered in an industrial park development apart from the satellite campus. Approximately half of the state's projected needs for the above uses should be located in the Lacey area.



Lacey development would consist of buildings grouped on the edge of a clearing, surrounded by a native forest. These would be located in the preferred development areas identified by the city.

Proposed Facilities for Lacey

The following state facility development is located within the Lacey satellite campus.

LICENSING BUILDING

Consolidate the Department of Licensing off campus. This department has a high volume of public visitors and much of its business is vehicle-related. The location is appropriate, because a majority of public visitors travel to Olympia from the north.

ECOLOGY BUILDING PHASE II

Add space for the Department of Ecology to meet the year 2010 space requirements.

Other state facilities in Lacey:

LACEY INDUSTRIAL PARK

The Lacey Industrial Park will accommodate large warehouse and storage requirements, maintenance and laboratory space for the Department of Natural Resources and the Washington State Patrol, as well as house the State Motor Pool, State Mail Service and office and vehicle inspection services for the Department of Transportation.

Implementation Plan

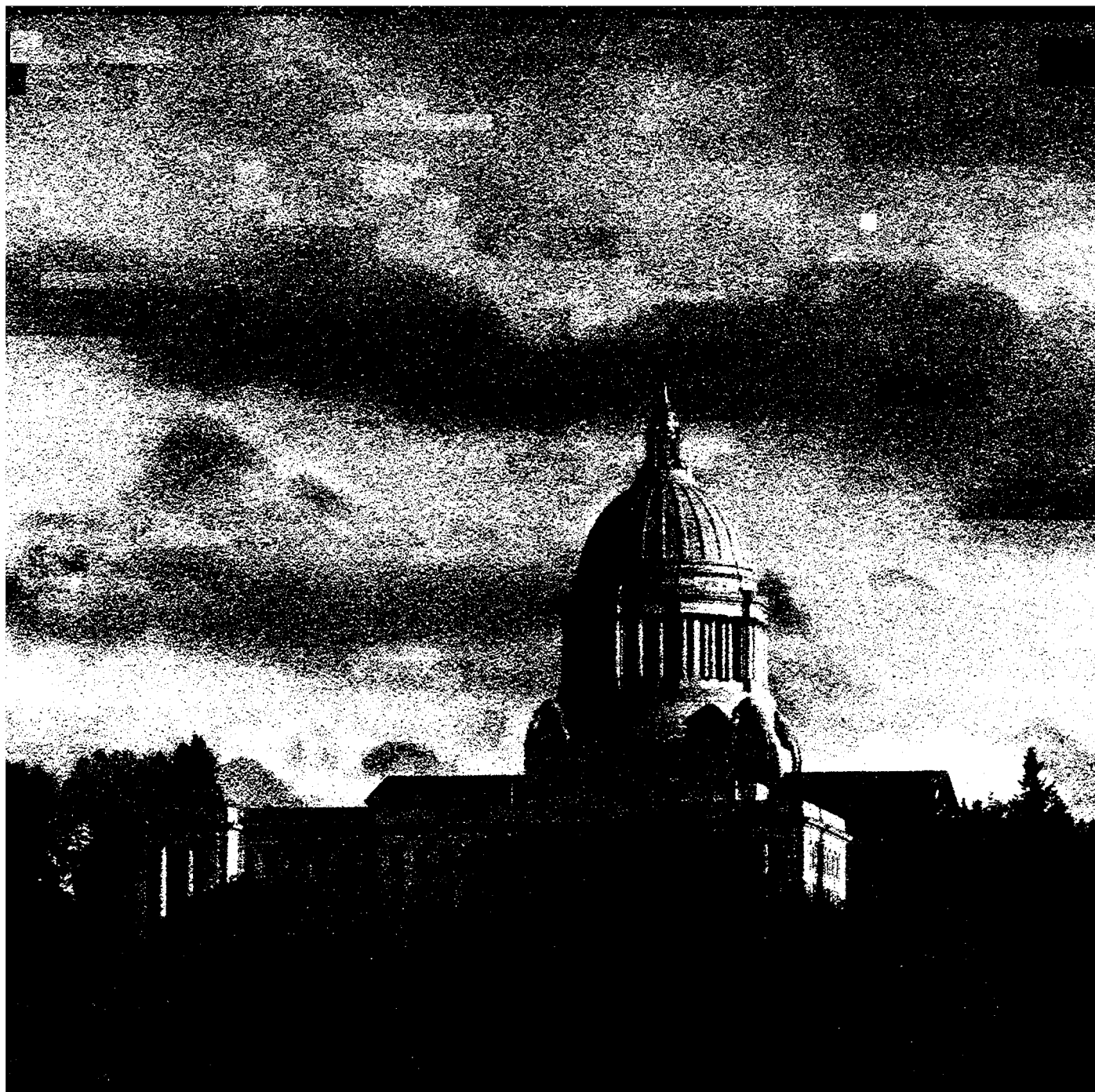
Strategy

Facility Development

Transportation Management Program

Funding

4



A STATE DEVELOPMENT STRATEGY

We have demonstrated in previous chapters the need to accommodate the realities of today and anticipate the inevitable changes of state government in the future. Any strategy for developing state facilities in Thurston County depends on long-range comprehensive planning and close coordination with local governments. With those elements in place, the master plan will serve as a guide to decision-makers. It will:

- Aid the Governor's Office, the Office of Financial Management, the State Capitol Committee and the Legislature in establishing budget policies, in approving state projects in Thurston County, and in appropriating funds.
- Place authority in a single manager for overall coordination, policy, development and review, along with ensuring public involvement in the process.

A shared interest in carrying out the strategy among the state, local governments and private interests must be based on compatible goals and a mutual interest in assembling the necessary revenue. To be most efficient in carrying out the master plan, a single manager, the Department of General Administration, must have overall responsibility for the planning, design, construction, leasing, management and maintenance of state buildings in the capital area.

This plan should be updated approximately every six years to ensure an ongoing, thorough and systematic analysis of facility needs. Because the plan addresses the region as a whole, the state also should be involved in regional decisions about open space, transportation and the sharing of regional and state facilities.

A local review process should be created to promote the joint planning, partnerships and cooperation necessary to effectively implement the master plan.

INVOLVING THE PUBLIC

A successful feature of the master plan's public involvement program has been the variety of opportunities for participation, such as work groups, public forums and surveys. This section outlines a strategy to offer similar chances for the public to contribute as the master plan is carried out.

Inform the Public

The Department of General Administration must keep the public informed as the master plan moves ahead and must dedicate adequate staff for the job. Regular communication through newsletters and other media will serve the dual purpose of informing interested people and hearing their concerns in return. The public has shown a desire to be involved in planning, siting, design and environmental issues, and this interest must be encouraged.

Obtain Public Participation

As parts of the master plan are carried out, work groups should be formed to address specific technical planning issues. It might be appropriate to call on some of the same people and committees who worked on creating this master plan. Public meetings should be streamlined to cover a variety of issues and make them understandable to a wide public. For example, public meetings to review environmental impact statements could be combined with reviews of specific elements of the plan. At the same time, a clear process must be adopted to record and act upon public comment.

Determine Public Opinion

Surveys should be used to regularly determine the public's preferences about the master plan. Whether they are questionnaires or telephone surveys, they can be addressed to a regional population or targeted to specific interest groups. Standardization of parts of the surveys will make it easy to make comparisons from year to year and identify important trends.

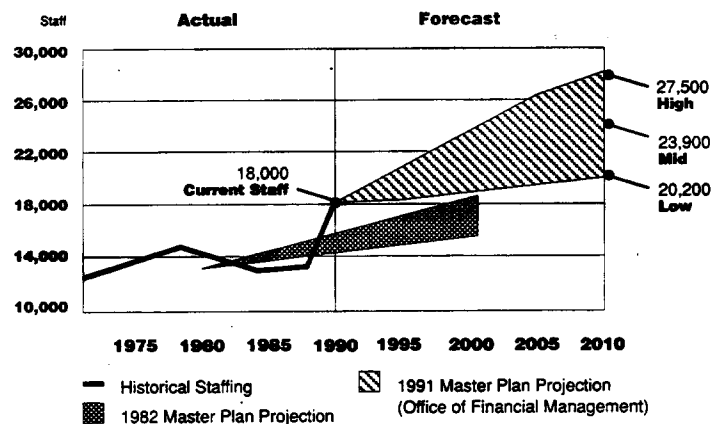
Facility Development

PLANNING FOR THE STATE'S EMPLOYMENT PROJECTIONS

If actual state employment reaches the upper limit of predictions, the state will need an additional 3.7 million square feet of space by the year 2010. This requirement equals the total space the state currently leases plus half the amount of space now owned by the state.

Most of the new space is needed for general office work, but there is also a need for warehouses, laboratories, computer centers and support facilities. This master plan is based on the highest of the state employment projections, but it can be adjusted to meet the state's needs if actual space requirements change over the next 20 years.

STATE EMPLOYMENT



By 1990, actual state staffing levels had exceeded the projections of the 1982 master plan. The current plan has been developed to accommodate a range of future growth.

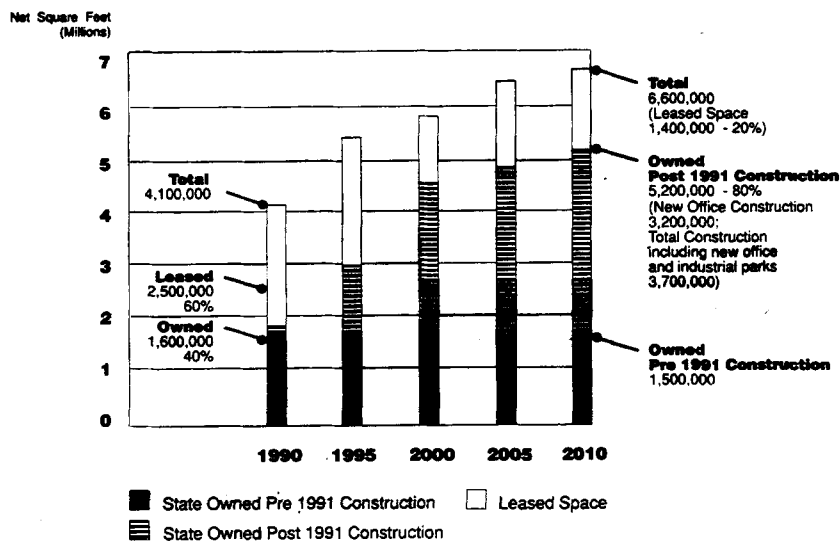
NEW PROJECTS

The Facility Development Program has identified several new construction projects, including both general office space and light industrial parks. This sequential process will gradually bring new space under state ownership over the 20-year period. Concepts establishing the Capitol Campus, Capital City and Capital Community must remain constant, even while construction dates and tenancy of individual buildings change to meet shifting circumstances. All future construction must first have a review of design and environmental effects and must be consistent with the master planning goals and transportation designs of the affected communities.

SEQUENCING PROJECTS

Satellite campuses in Lacey and Tumwater should be developed in enough density to support public transportation and ride sharing plans and encourage dependent care services, restaurants, banks and convenience stores. Any negative effects on local lease markets should be minimized by gradually reducing the amount of leased space occupied by the state. This is in step with the master plan's goal of reducing the proportion of leased properties to no more than 20 percent by 2010, a percentage based on the current national norm for state-owned and -leased properties. The state's fiscal and management resources must be used to carry out the facility development program in an orderly, cost-effective manner.

RECOMMENDED FACILITY DEVELOPMENT STRATEGY

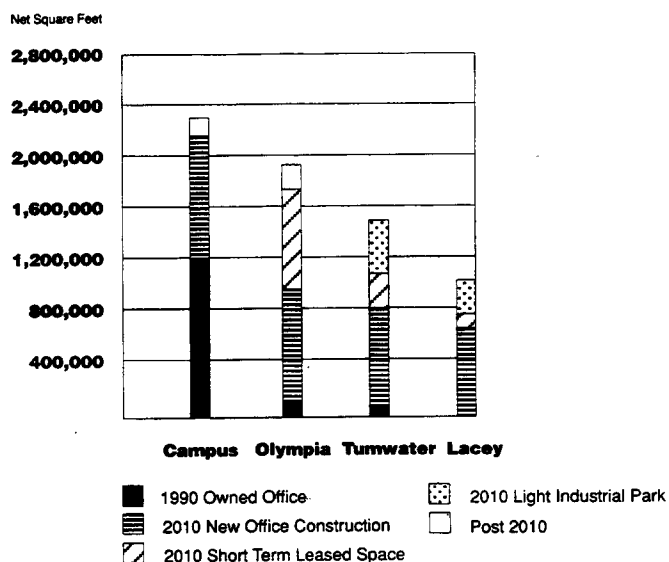


The plan advocates a strategy to reduce the amount of space leased by the state and to increase the inventory of state-owned facilities.

FACILITIES DEVELOPMENT PROGRAM AND SCHEDULE

The first construction projects completed will be three buildings already under construction or in the planning stages. The Natural Resources Building on the East Campus, the Labor and Industries Building in Tumwater and the Ecology Building in Lacey, are scheduled for occupancy no later than 1993.

ALLOCATION OF STATE FACILITIES BY AREA



By 2010, the amount of state-owned space will increase on the campus and in Olympia, Tumwater and Lacey.

Other construction projects in the master plan are proposed through 2010, when the last project should be completed. The schedule is based upon requirements to reflect the current needs of state government programs, more detailed planning, available resources and changing priorities.

The Washington State Capital Museum is listed as off-campus because its proposed sites are outside the existing campus boundary.

CONCEPTUAL FACILITIES DEVELOPMENT PROGRAM & SCHEDULE
(Net Square Feet)

Current Construction	Year	Campus	Olympia	Lacey	Tumwater
Natural Resources Building-Phase I	1992	285,500			
Labor & Industries Building-Phase I	1992				339,300
Ecology Building-Phase I	1993			258,000	
Total Current Construction		285,500		258,000	339,300
New Master Plan Construction	Year	Campus	Olympia	Lacey	Tumwater
Data Center	1994				105,000
Washington State Patrol Building	1995	135,000			
State Information Center & Signing	1995	—			
General Office Building	1995				190,000
General Office Building	1996	150,000			
West Campus Garage	1996	—			
General Office Building	1996		170,000		
Conservatory/Interpretive Center	1997	—			
Heritage Park	1997	—			
Washington State Capital Museum	1997		55,000		
Training Center	1997		20,000		
Industrial Park	1997				130,000
Industrial Park	1997			15,000	
Industrial Park	1997			280,000	
Industrial Park	1998				30,000
Natural Resources Building-Phase II	1998	200,000			
Temple of Justice Annex	1998	50,000			
Law Library	1998	55,000			
Pavilion & Tunnel	1998	—			
General Office Building	1998				115,000
General Office Building	1999			230,000	
General Office Building	1999		340,000		
Industrial Park	1999				20,000
General Office Building	1999				135,000
Legislative Support Building	2000	50,000			
General Office Building	2006			150,000	
Multi Agency Building	2007		260,000		
Total New Construction		640,000	845,000	675,000	725,000

CONCEPTUAL FACILITIES DEVELOPMENT SUMMARY*
(Net Square Feet)

Type of Construction	Campus/Olympia	Lacey	Tumwater	Total
Current Office Space Construction	285,500	258,000	339,300	882,800
New Office Space Construction	1,485,000	380,000	545,000	2,410,000
Total Office Space Construction	1,770,500	638,000	884,300	3,292,800
Percentage of Total Office Space	54%	19%	27%	
Industrial Park Construction	0	295,000	180,000	475,000
Total Construction	1,770,500	933,000	1,064,300	3,969,800

* Schedules and net square feet are illustrative only. Available resources, changing state programs and priorities, and more detailed planning will require adjustments to these charts.

CRITERIA FOR LOCATING NEW DEVELOPMENT

The question of which agencies must locate on the Capitol Campus or off-campus in Olympia, Tumwater or Lacey is an important one, and in considering it the following objectives must be examined:

- Supporting long-term agency growth.
- Achieving goals for local land use, transportation, the environment and urban design.
- Maximizing long-term economic investments in land, infrastructure and development costs.
- Enhancing the public service functions of agencies.

SUPPORTING DEVELOPMENT

The state will need to undertake a series of actions, each one critical to making the master plan work. A preliminary schedule of these tasks is presented below.

- Develop implementation plan for state facilities in Thurston County — 1992. This plan will include methods for providing funding, subordinate master plans, public outreach, local government coordination and ongoing planning.
- Develop master plan for satellite campuses and Olympia — 1992.
- Develop industrial park master plans — 1992.
- Conduct geotechnical and hydrologic surveys — 1992. These studies will test soil conditions where they might affect development, such as on embankments north of the Temple of Justice.
- Adopt campus streetscape standards — 1992. Standards for paving, benches, lighting, landscaping and signs.
- Establish land bank authorities — 1993. Present authority of law must be provided to allow assembling and purchasing land for off-campus development.
- Provide funding to establish land bank — 1993.
- Develop a transportation management program — 1993.
- Develop leasing policy — 1993.
- Develop facility maintenance plan — 1993.
- Renovate East Campus Garage and re-landscape East Campus Plaza — 1993.

- Provide public transportation improvements — 1994.
- Renovate General Administration Building — 1995.
- Renovate and improve landscaping of East Campus Garage — 1997.
- Develop Arboretum — 1997. An Arboretum along the western perimeter of the campus will complement the new Conservatory and Interpretive Center.
- Develop a master plan for the area east of Jefferson Street — 2000. Long-range plan for the development area on the East Campus east of Jefferson Street.
- Improve Capitol Way between 11th Avenue and Maple Park — 2000.
Reconstruct Capitol Way by master plan guidelines.

DEVELOPING A LEASING STRATEGY

To improve leasing practices, the Department of General Administration will develop a strategy to evaluate current leasing procedures and propose needed legislative or funding changes. General Administration also must gather information on the amount and condition of leased and owned facilities to identify needs and priorities.

Inadequate leased spaces will be replaced with leases in larger or more appropriate buildings.

CONDITIONS FOR LEASING SPACE

If one of the following conditions exists, it might be advantageous for the state to lease space:

- Space needs of only five to ten years are anticipated, or longer if there is no plan to own a property or there will be a long planning period prior to ownership.
- Only a small amount of space is needed and no savings is gained by consolidating with other agencies, and building and owning a small, single-purpose building is not economical.
- Flexibility is needed to accommodate widely fluctuating space needs and, therefore, a short-term financial obligation is the best solution.
- Ownership of a building is preferred, but funding is lacking.
- Agency programs are best served by short-term siting of facilities.

NEW LEASES MUST MAXIMIZE THE STATE'S INVESTMENT

A new leasing strategy is needed to reduce the overall number of leases and limit the amount of inefficient space. Any long-term plan for leasing must be done at the same time as a plan for ownership, developed at four- to six-year increments and updated each biennium.

Leases should be written based on standards of the Building Owners and Managers Association (BOMA) to make sure they are compatible with current practices. Build-to-suit leases should be negotiated and signed before construction to allow for quality buildings constructed to state specifications. Property management responsibilities and levels of service must be defined in all leases.

Three levels of rating the performance of leased buildings must be developed by the state.

- First is the minimum level of performance required in any existing or newly leased building, which includes access for the disabled plus life safety, health and interior quality. This standard is easily met by most current leases.
- Second is the level of quality for new buildings leased with 5- to 10-year terms.
- Third is the performance achieved on a long-term lease, or in buildings which are leased-purchased and the state chooses an ownership position.

The Department of General Administration will request authority to sign longer-term leases, such as 10-year leases with two 10-year options. Leases should allow the state or a state's representative to plan the interior design and development of a building to ensure state standards for improvements are met. Furniture purchased under state contract at favorable terms may be part of tenant improvement costs and may be included with long-term leases to achieve the best use of leased space.

Transportation Management Program

In this master plan, the state recognizes an opportunity to craft an efficient, environmentally sound plan for transportation and parking in the capital region. Its goals are simple: to reduce the number of state employees using single-occupancy vehicles by up to 30 percent by the year 2010 and to encourage greater use of alternative transportation, such as public transit, bicycles and walking.

The Department of General Administration must play the lead role in carrying out the plan, which should include provisions for management, information distribution, incentives, monitoring and enforcement.

The success of this program will depend on a strong commitment to transportation management by agency department heads. Funding levels must be maintained to pay for annual monitoring and evaluating. The strategy must evolve to meet the growing demand for ride sharing, parking and public transit.

The state should encourage the cities of Olympia, Lacey and Tumwater to work together with the state toward a regional transportation program or local transportation policies to complement the state plan.

A plan for incentives and disincentives will be further developed to move toward achievement of transportation goals:

ENCOURAGE FLEXTIME

Morning and evening peak-hour trips could be reduced by encouraging agencies to establish flex-time working schedules where possible. This could significantly reduce congestion at problem intersections.

MANAGE PARKING TO ACHIEVE TRANSPORTATION GOALS

Adjustments in the supply of parking spaces at new state buildings should be made incrementally until the number meets the goals of the transportation plan. Employee parking rates must be increased gradually until they are in line with cost and market rates. This will provide additional money to pay for building new parking facilities, as well as discourage employees from bringing one-occupant vehicles to work. At the same time, close-in parking should be provided for carpoolers at reduced prices.

The trend away from assigned parking toward designated employee parking zones should be continued. Impacts on neighborhoods and local businesses caused by spillover parking must be minimized.

MAKE RIDESHARING AN ATTRACTIVE ALTERNATIVE

Employees who choose public transit or carpooling or otherwise leave their cars at home should be encouraged by providing subsidies or other incentives. If the incentive takes the form of a monthly subsidy, employees could use the money for transit, vanpooling or purchasing a bicycle. Or, they could pocket the cash and walk to work. A trained transportation coordinator should be designated at each state agency to be a source of transit information and informal ride-matching help. Safe drop-off areas for transit riders and ride sharers should be provided, with convenient access to the work place.

ENCOURAGE BICYCLE COMMUTING

Showers and lockers should be provided in all new office buildings or building groups to encourage employees to ride their bicycles to work. Where feasible, older buildings should also be fitted with showers and lockers. Secure, covered but unobtrusive parking spots for bicycles should be provided near new and existing buildings.

ENCOURAGE WALKING

It should be easy for employees to walk to, among and between buildings and building clusters. Convenient pedestrian linkages should be provided and, where aesthetically pleasing, they should be covered or otherwise shielded from inclement weather.

EXPLORE AN "AUTO-RIDE" SYSTEM

A regional computerized "Auto-Ride" system should be explored. This instant electronic ride-matching system could eventually link employees in the entire metropolitan area by telephone and a central computer. Employees could request or offer rides to specific destinations any time of day. Employees offering a specified number of rides per month might be reimbursed for mileage or paid an incentive.

PARTICIPATE IN A COMMUTER INFORMATION SYSTEM

The state should urge Intercity Transit to participate in METRO's (Seattle) Commuter Information System to gain access to ride-matching, transit and park-and-ride information from King and Pierce counties. Snohomish County and Pierce Transit are already hooked up to the METRO system. Park-and-ride lots should be considered for communities south of Olympia and Tumwater, including Centralia and Chehalis.

EXPLORE TELECOMMUTING OPTIONS

Telecommuting from remote state offices works especially well for information-processing divisions and could help other regions in need of economic development. As development of remote satellite offices offsets the need for future state office development in Olympia, the total number of employee trips in the Olympia area will be reduced.

EXPLORE REGIONAL TRANSPORTATION LINKS

The state should look at opportunities to attract commuter air service from areas such as Portland and Eastern Washington to Airdustrial Park in Tumwater, with express bus service to the Capitol Campus and downtown Olympia. The master plan also provides for commuter docking space at or near Percival Landing should a water transit system on Puget Sound become a reality. As demand increases, the Capitol Shuttle should be expanded to include a Percival Landing stop. Traffic delays on Interstate 5 and U.S. 101 are not now enough to justify a marine link to Olympia, but the chance to connect with a regional water transit system should be considered for the future.

Funding

Finding the financing to implement the master plan will require imaginative approaches to funding. Education, social services and other important state programs are in competition for the state's limited debt capacity, which will almost certainly mean that not all state office facilities will be funded from traditional sources. Thus, financing alternatives will be needed to push forward with implementation of the master plan.

The Office of Financial Management will coordinate the evaluation of funding options and make recommendations to the Governor and Legislature.

PROMOTE DEVELOPMENT PARTNERSHIPS

Joint development should be encouraged to develop state facilities as an integral part of local community plans, requiring a partnership between at least two jurisdictions. The master plan identifies three possible participants: the state, local governments and private interests. Each participant will make individual contributions to the partnership.

State Contributions to Development

The state can provide needs analysis and forecasting; acquisition of land; master planning; facility planning and design; environmental impact review; transportation and socio-economic analysis; business and residential relocation; and funding for facilities, on- and off-site improvements and utilities.

Local Government Contributions

Local governments could contribute land acquisition, vacating street and alley rights-of-way where appropriate; resolution of traffic and utility issues; participation in construction and management of shared facilities, such as parking garages, parks and streets which serve both the state and the local community; improved policies for shuttles, ride sharing and flexible work hours; potential joint use of structures that serve both state and local needs, such as parking lots, conference rooms or auditoriums; evaluation of the viability of first-floor retail space; streamlining permit and regulatory processes; and comprehensive land use planning to support the state's master plans.

Contributions from the Private Sector

The state might look to private interests for help in funding facilities and building improvements; joint use or management of retail space, residences, office space and parking facilities; interim financing and development, such as lease-purchase or turn-key developments; assistance in acquiring and assembling land; and assistance in master planning, design and development strategies.

USE REVOLVING CAPITAL DEVELOPMENT FUNDS

The Revolving Capital Development Fund is a self-generating fund which will be evaluated as a way to raise revenue for capital improvements and costs related to completion of the master plan and development of nearly four million square feet of space. This option would allow the state to charge rent to agencies that occupy state owned or leased space, including offices, laboratories and warehouses. Money raised from the rent would be used to pay for developing, leasing and operating space. This option represents a major policy shift for agency budgeting, and thus would require enabling legislation to carry it out.

Making the Vision a Reality

This master plan proposes a vision for Washington's capitol of the future that is lofty in its ideals yet strong and decisive in its provisions for seeing them achieved. It seeks to preserve and enhance the Capitol Campus as the ceremonial seat of state government and a place of spectacular beauty and historical interest. It calls for sensible and efficient development of state facilities in the Capital Community, reflecting the plan's role as a model for sound growth management and community cooperation. It supports Olympia's role as the Capital City with an orderly plan for new downtown development and open spaces visually linked to the Capitol Campus. Finally, it provides for a flexible, evolving work place in which state employees can conduct the state's business and effectively serve the public into the next century.

The goals of this master plan are ambitious and achieving them will require a sincere commitment from the state's lawmakers, employees, businesses and residents. This document peers into the future to tell us what work we can do beginning right now to develop and extend the Capitol of the State of Washington, protect its heritage and guarantee its special place in the educational, cultural and environmental life of its people.

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